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NEWSPAPER

Retention: an answer to chains' labor ills?

Cover Story/Focus section

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Regional brews spur pub growth

New businesses tap food dollars

By Alan Liddle

SAN FRANCISCO — The public's growing interest in regionally produced beers has spurred the proliferation of a new kind of food-service establishment where respectable amounts of familiar and *haute* pub food is washed down with house-made drafts.

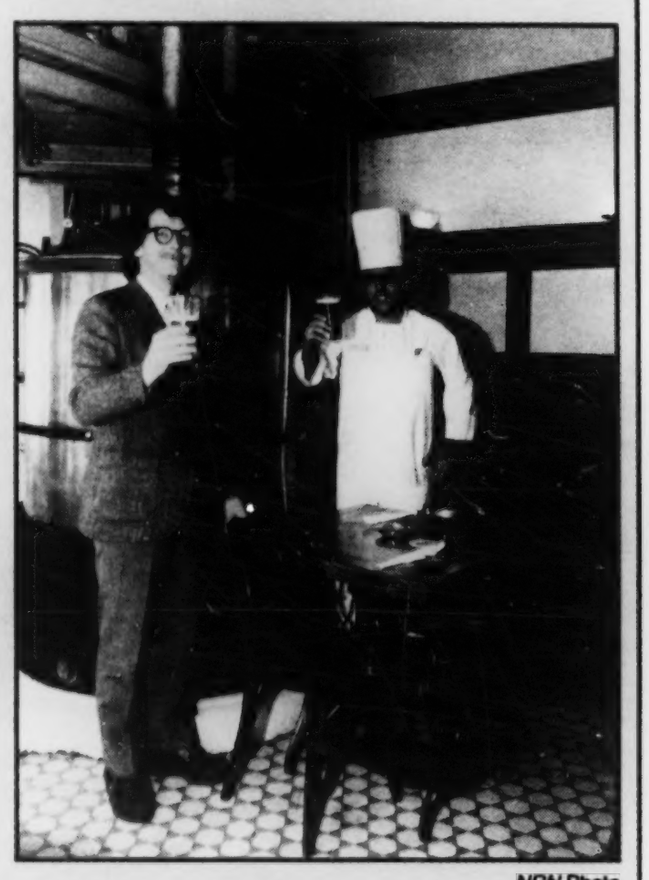
Known as brew pubs or brewery-restaurants, the new businesses aim to generate as much as 60 percent of their revenues from sales of food.

Sales range from $250,000 at Buffalo Bill's Brewpub, a 60-seat, limited-menu pub in Hayward, Calif., to $2 million at the three-level, two-concept food-service operations of the Manhattan Brewing Co. in New York.

Brew-pub food offerings run the gamut from the hamburger to shark nuggets to linguine sautéed in beer.

Establishment operators report people are willing to pay a premium for brew-pub beer because it is

*(See **BREW PUBS**, page 40)*



NRN Photo

Allen G. Paul, left, founder of the San Francisco Brewing Co., and executive chef Richard F. Cook raise a toast.

Welter storms out of Wendy's

Departs over marketing flap

By Marilyn Alva

DUBLIN, Ohio — The executive who headed Wendy's phenomenally successful "Where's the Beef?" campaign in 1984 has left his job here in a rift with top management over the chain's current marketing direction.

"I made my mark. It's time for someone else to tackle their problem," the executive, William M. Welter, said from his home in Columbus.

Welter's sudden resignation as Wendy's executive vice president of marketing was based on a "mutual agree-

*(See **WELTER**, page 43)*

William M. Welter
former exec. vp-marketing

Burger King's ad account up for review; local strength sought

Seeks possible alternative to JWT after 11-year tie

MIAMI — Burger King Corp., claiming it wants to strengthen its marketing at local levels, has put its $200 million advertising account up for review after 11 years with J. Walter Thompson USA.

Sources close to the chain said the action should come as "no surprise," since J. Walter Thompson's last four advertising campaigns did little to stimulate sales, which have long been flat.

The agency will still be permitted to bid for the account along with several other large shops.

The upheaval followed an announced "corporate streamlining" program, in which 92 employees at Burger King corporate headquarters here were fired and 15 others were asked to transfer to regional offices.

For the fiscal year ending May 31, the chain expects real sales to move up about 2 percent. McDonald's, in contrast, has seen real sales gains of between 4 and 6 percent.

"Four campaigns in a row seemed to

*(See **BK**, page 4)*

IHOP, free of parent, plots growth

Renovations set in wake of LBO; debt-service rescheduled

By Richard Martin

NORTH HOLLYWOOD, Calif. — IHOP Corp. is planning to step up expansion and refurbishment of its 452-unit International House of Pancakes chain following a management-led group's recent acquisition of the company.

Richard K. Herzer
IHOP chairman

IHOP can allocate the necessary funds in the wake of the leveraged buyout because of a refinancing to extend debt-service schedules, said IHOP chairman and buyout group-leader Richard K. Herzer. He noted the refinancing occurred at the very time his group was acquiring the pancake-house operator from Zurich-based SVIDO-Abwicklungsgesellschaft.

Moreover, IHOP made a "substantial" paydown of debt in the years preceding the LBO, Herzer noted. The chain's assets will not be sold to help pay for the buyout, he added.

Terms of the sale were not disclosed. Sources estimated the purchase price at less than $50 million.

The group that acquired IHOP also includes 13 of Herzer's subordinates; Kelso & Co., an investment banking firm that specializes in leveraged buyouts; and other institutional investors. The equity proportions were not revealed.

Herzer, who is also IHOP's president and chief executive, declined to outline specifics of his strategy to remodel and expand the pancake specialty chain, which currently operates in 36 states, Canada, and Japan.

SVIDO was formed in 1983 by creditor banks of IHOP's former owner, the Swiss concern Wienerwald A.G., after that company filed for bankruptcy. SVIDO began seeking a buyer for IHOP Corp. assets four years ago.

IHOP subsequently divested its Love's Barbecue and Copper Penny restaurant chains. Herzer said he convinced SVIDO to delay a sale of the IHOP chain until market conditions were more favorable for recovery of the

*(See **IHOP**, page 43)*

FOOD WATCH

No crabbin' over soft-shells

The soft-shell crab season extends roughly from late spring through early autumn, but most restaurateurs featuring these blue-crab delicacies wish they were available all year long.

"They're extremely popular here," declared Howard Cowan, general manager of the 550-seat Bob Chin's Crab House in Wheeling, Ill. "We sell about 300 dozen a week."

Bob Chin's features two preparations of soft-shell crab: sautéed in butter and fried in a light tempura egg batter. The price for four or five crabs currently is about $17.95.

Following last year's success, Samantha's in San Francisco is reprising its annual soft-shell crab festival. Crabs sautéed in butter are available six ways: with lemon, butter, and garlic; with roasted garlic sauce and roasted garlic cloves; with a jalapeño-cilantro cream sauce; with a crayfish reduction sauce; and with a lemon hollandaise. Two large crabs, served with rice and vegetables, cost $15.95.

The Barking Fish Cafe in New York also kicked off a soft-shell crab festival recently. The crabs are available either sautéed in butter and garlic, in their natural sauce, or lightly fried in a beer batter. The tab for three crabs runs from $12 to $16.

—**Paul Frumkin**

Additional food news on page 10

Sales rise 7.8 percent in April; rate of increase slows

Fast-food growth lags behind other sectors

WASHINGTON — Although restaurants and bars continued to post impressive year-to-year sales gains in April, the rate of increase slowed from that of prior months, according to the U.S. Department of Commerce.

The nation's eating and drinking places rang up $12.8 billion in sales in April, a 7.8 percent gain over the results for the same month last year, the department said.

It follows year-to-year gains of 9 percent and 13.5 percent in March and February, respectively. Those figures are not adjusted for inflation or seasonal differences.

For the first three months of 1987, the Commerce Department reported, real sales from restaurants and bars rose 8.2 percent over the same-period figure for last year.

Despite the gains, many chains are suffering from sluggish sales.

Richard Stallone, a restaurant analyst with Fahnestock & Co. in New York, said that fast-food chains, with the exception of McDonald's, were behind other restaurant sectors.

He said family restaurants in particular were benefiting from the spurt in national sales.

The aging of the population and the increase in two-income households are important demographic factors in the sales gains at restaurants in general and at family restaurants and dinnerhouses in particular, analysts believe.

Consumer spending has also been stimulated by reduced taxes. Greater disposable income has meant more dining out.

Even in regions where there is a depressed economy, such as in the so-called Oil Patch of Texas, Louisiana, and Oklahoma, chains like Chili's and Luby's continue to register customer and revenue increases.

Total adjusted retail sales for all sectors of the economy in April were $1,125.38 billion, 5.9 percent higher than the year-before amount.

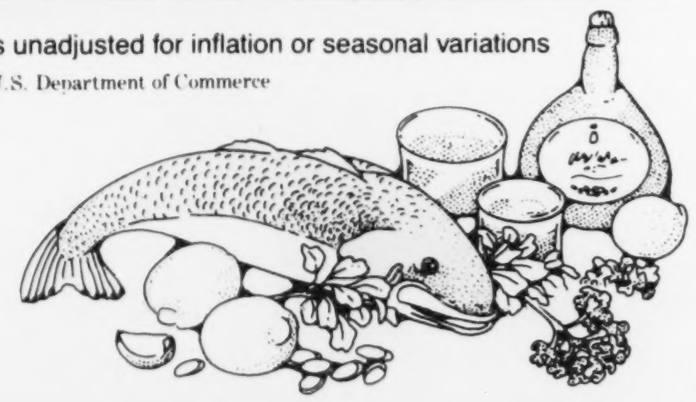
EATING AND DRINKING PLACE SALES

(billions of dollars)

	1987	1986	% Change
April	12.866	11.931	7.8
March	12.614	11.571	9.0
February	11.412	10.052	13.5
January	11.843	10.585	11.9

Figures unadjusted for inflation or seasonal variations

Source: U.S. Department of Commerce



Hard Rock to expand flagship following $34M public offering

LONDON — Hard Rock Cafe PLC, enriched by the $34 million net proceeds of its sold-out initial public offering, has signed a lease that will double in size the chain's 16-year-old original cafe on Old Park Lane in London's fashionable Mayfair district.

Citing the cafe's daily average of 10.2 table turns and its impetus for the expanding international chain of high-grossing rock-'n'-roll-theme restaurants, Hard Rock cofounder Isaac Tigrett called the converted Rolls-Royce showroom "the world's most successful restaurant."

Tigrett, cochairman of Hard Rock Cafe PLC, said the Mayfair cafe would add to its current 110-seat capacity by expanding into an adjacent building, finally leased after nine years of negotiations.

Expansion will also include the opening of an adjacent merchandise store, which will specialize in sales of the Hard Rock-logo T-shirts and other branded souvenirs that account for a large proportion of the chain's sales.

Tigrett said the flagship cafe will also benefit from the landmark May 2 repeal of a World War I-vintage English law that restricted the sale of alcoholic beverages during afternoon hours.

In the United States, the London-based company will now concentrate on development of new branches in Boston, Washington, and Philadelphia, Tigrett said. The chain currently has cafes in New York and Dallas, a franchised branch in Stockholm, Sweden, and a joint-venture restaurant in Tokyo. Recently signed franchise pacts call for additional development in the Caribbean Basin and in Reykjavic, Iceland.

The company's new public funding will also facilitate a 120-seat expansion of the New York restaurant and the development there of a 3,000-square-foot record and merchandise store. "We're getting into the record business," Tigrett declared during a telephone interview from London.

Tigrett's firm has no involvement in the Los Angeles-based Hard Rock Cafe faction, which is principally owned by Peter Morton, the chain's other cofounder. Morton's restaurants are in Los Angeles, San Francisco, Chicago, and Houston, with branches planned for Honolulu; New Orleans; San Diego; and Sydney, Australia.

Morton recently rejected Tigrett's proposal to negotiate a merger of the former partners' companies.

However, Tigrett said both his and Morton's restaurants would soon join together as hosts of a proposed network-television series of Hard Rock Cafe music specials, sponsored by Coca-Cola. The first television show is tentatively scheduled to air on November 25.

Hard Rock Cafes are also set to launch a music program on "the first international satellite radio network" run by a restaurant chain, Tigrett said.

LATE NEWS DIGEST

Marriott taps Jolley

BETHESDA, Md. — Marriott Corp. has named Ray L. Jolley to succeed the retiring William J. Bailey as senior vice president of operations of the conglomerate's In-flite Services airline catering division, effective May 31. Jolley, currently operations vice president, will be responsible for In-flite's 94 kitchens.

Friday's tests new menu

DALLAS — T.G.I. Friday's, the 115-unit casual-theme dinnerhouse chain, is conducting a six-unit test of a new menu designed for easier handling and reading by customers. Friday's excluded some versions of featured items to make the tested listing slightly shorter than the current systemwide menu.

Ark sails into Boston

BOSTON — Ark Restaurants Inc., operator of such well-known New York restaurants as Ernie's, B. Smith, and America, has expanded its secondary line of business—the management of restaurants for other owners—by agreeing to operate the Landmark Inn and Wilde Goose in the Faneuil Hall area.

Wendy's tests new dessert

DUBLIN, Ohio — Wendy's has launched tests of a new dessert consisting of soft ice cream mixed with pieces of cookies, candy, and other sweets, according to analysts. The product, similar to Dairy Queen's Blizzard dessert, is called Frostbite, the analysts said.

Galantine exits Crab

MIAMI — Robert S. Galantine has resigned as president of Capt. Crab Inc. after the 17-unit fast-food fish chain shelved its franchising expansion program. Chairman Edward P. Scharps has assumed the duties of president.

4.1

WALL STREET UPDATE

Index down 4.1

NEW YORK — The *Nation's Restaurant News* Stock Index fell 4.1 points in the week ended May 15, closing at 206.3. Price-change losers outnumbered the winners by nearly 2 to 1.

(Story, charts on pp. 44-45)

Muer to sell dinnerhouses

DETROIT — C.A. Muer Corp. said it has agreed to sell 10 of its 30 dinnerhouses to former executive Ken Walter and local real-estate investor Dick Sikorski. The units, located in Michigan and Ohio, will continue to operate under their current names and will retain their present decor packages, staffs, and menu.

Allegis enlists Boeing

SEATTLE — Allegis Corp., operator of Westin Hotels, United Airlines, and United's $200 million-a-year in-flight catering business, has enlisted the support of Boeing Co., the airline manufacturer, in an unusual defense against possible takeovers. Boeing bought a controlling interest in Allegis for $700 million and agreed not to transfer the stake without Allegis' approval. Allegis, in turn, agreed to buy 36 Boeing planes for $2.1 million.

Holiday denies allegations

ATLANTIC CITY, N.J. — Holiday Corp. president Richard Goeglein, testifying before state gaming authorities during Holiday's attempt to relicense its Harrah's Marina casino-hotel here, denied allegations that he knew of an underling's 1981 meeting with an associate of known organized-crime figures.

INSIDE THIS ISSUE

Taco Time International has signed an agreement with lawyer-television celebrity Kent Gilbert that could lead to the development of as many as 100 Taco Time restaurants in Japan within five years. *Page 19.*

Technology today is capable of monitoring food served in restaurants and sold in stores, but the problem is that instead of reassuring the public about the safety of the food, this increased knowledge has served largely to increase their concerns about real and potential food hazards, such as Salmonella and other microbial contaminants. *Page F8.*

At a time when the industry no longer looks for increased profits through increased units, restaurant operators have to go back and redefine the basics. *Page F8.*

Bonza Tucker, a spit-roast chicken concept developed jointly by an Australian company and San Francisco's Round Table Pizza, has gained the advantage in Northern California over El Pollo Loco and El Pollo Asado, two flame-grilled chicken chains. *Page 29.*

The American Festival Cafe, a Rockefeller Center restaurant owned and operated by Restaurant Associates, is featuring several favorite recipes provided by circus performers. *Page 30*

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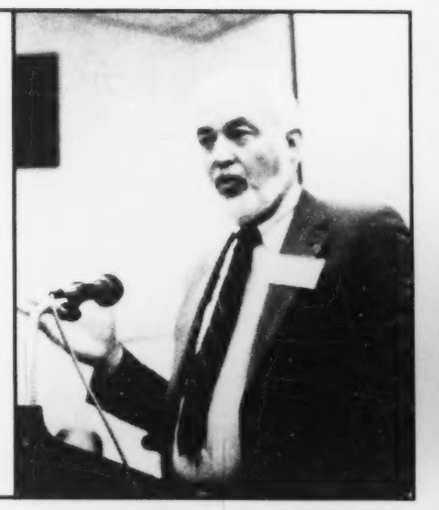
COVER STORY

CHAINS' LABOR FOCUS: EMPLOYEE RETENTION

The snowballing labor crisis 'is like a bucket with a hole in the bottom.'

Wayne Saunders
Burger King senior vice president, human resources



'Recruiting is only necessary when retention isn't going your way.'

Richard Berman
executive vice president, human resources, S&A Restaurant Corp.

By Rick Van Warner

Choked by rampant employee turnover, many restaurant chains have scrambled to shift their focus from recruitment to retention.

As the snowballing labor crisis gains speed and new minimum-wage legislation looms on the horizon, operators have been forced to streamline operations and create new ways to keep existing employees.

"It's like a bucket with a hole in the bottom," said Burger King senior vice president of human resources Wayne Saunders at a recent conference on human resource issues.

"I don't think we have a recruitment problem; we have a retention problem," he said, noting that although the burger chain hires 500,000 people per year, the crew turnover rate is more than 200 percent while unit-level managers come and go at nearly a 40-percent clip.

"Recruiting is only necessary when retention isn't going your way," Richard Berman, S&A Restaurant executive vice president for human resources, chimed in.

The restaurant industry is just beginning to realize the full, often crippling effects of a labor shortage that promises to worsen before it gets better.

At a financial conference in New York last month attended by executives from a broad range of industry segments, nearly every top executive who spoke cited labor as one of the most crucial issues facing his operation.

"The dark clouds are hovering," said BK USA president Charles Olcott, summing up the bleak labor picture painted by most of that conference's speakers.

Labor-related problems have already forced many chains to rethink expansion plans and downscale new prototypes and remodel old units. Several restaurant companies have said that unless significant gains can be made, cutbacks in workers, service, and hours of operation as well as higher prices and even unit closures are imminent.

If labor problems escalate further, "we'll have to have the customer wash his own dishes and prepare his own food," joked Naugles chief executive Richard Bermingham at the New York meeting.

Hit hard by enormous turnover rates and wary of gloomy long-term outlook studies from the National Restaurant Association, the U.S. Department of Labor and others, most chains have stepped up recruiting efforts over the past two years. A few fast feeders even tried tagging normal television advertising spots with 10-second recruiting pitches.

But while finding employees remains important, training and retaining them has been recognized as the key to slowing turnover.

Training vital

As chains rushed to gobble up sites and market share during the early '80s, training often took a back seat to expansion.

Admitting that previously "we grew too fast to properly train unit managers and crews," Hardee's now somewhat bases its expansion on "the people available" and not just on financial factors, said chairman and chief executive officer Jack Laughery at the New York conference.

Confronted with harsh realities stemming largely from undertrained employees, many chains have since opened elaborate new training facilities.

Hardee's, for instance, recently opened a 45,000-square-foot management development center in Whitakers, N.C., to handle management training that was previously accomplished by videotaped instruction or in the field. Courses offered at the center are designed to hone management and people development skills and focus on people, equipment, procedures, and controls. Management and behavioral science courses will include instruction in interviewing, hiring, federal regulations, hospitality management, reasoning, setting objectives, measuring performance, and interpersonal skills.

"The purpose of the development center is not to teach our people how to make thicker and juicier hamburgers of crispier french fries," said Hardee's president Bill Prather. "We're here to further develop Hardee's managers in the people and supervisory management skills."

Laughery added, "The human dynamics are what really counts."

At Kentucky Fried Chicken, sophisticated training facilities include nine classrooms, two conference rooms, four break-out rooms for small-group work, four large kitchens, and two fully equipped, operational restaurants, all housed in its $23 million technical center. Employees receive both classroom instruction and hands-on operational training in the center's two restaurants.

All training materials, including videos, manuals, and slides are produced in-house at the tech center and used at the unit level to train crew members.

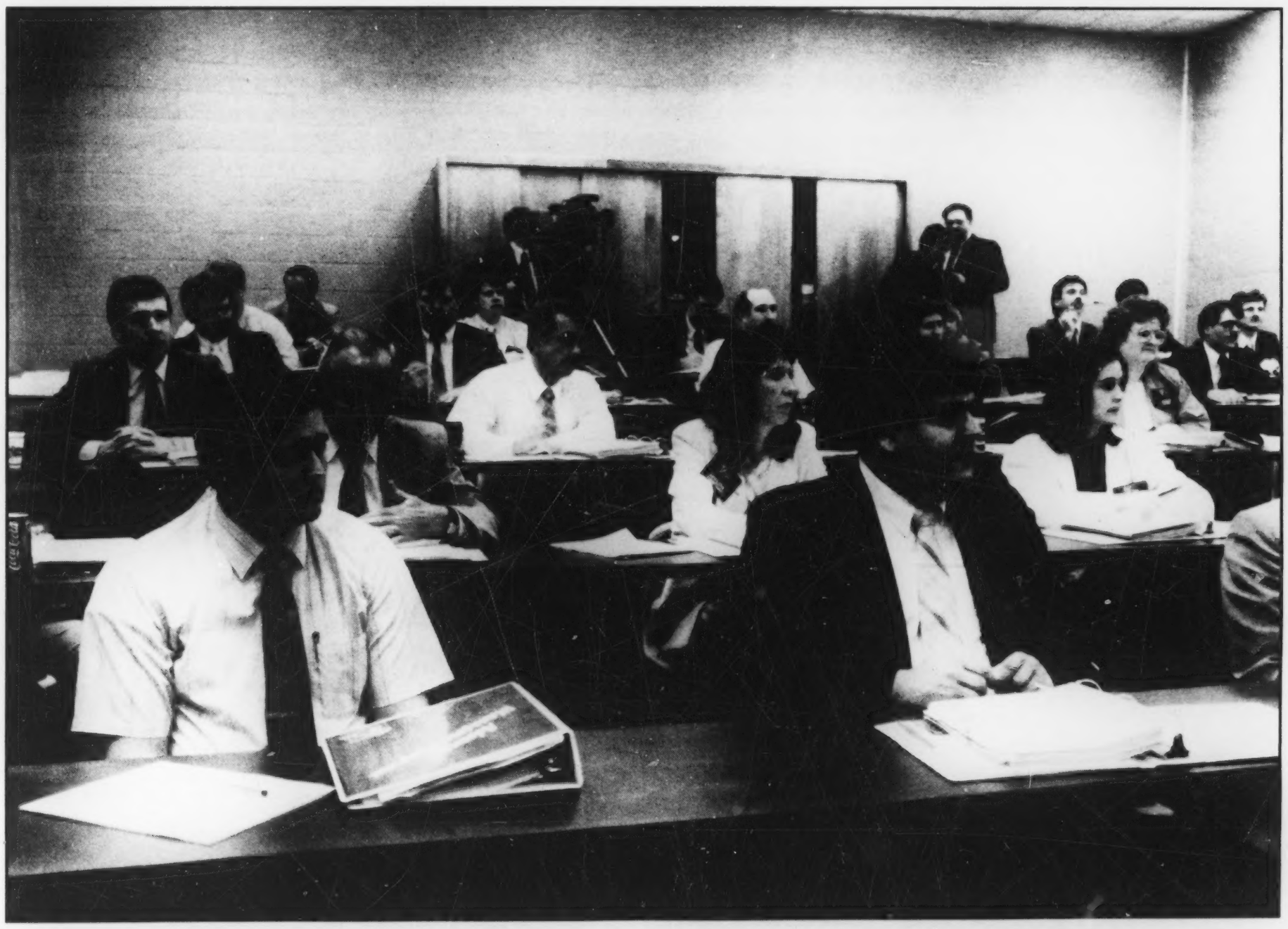
Training is vital, but the restaurant industry has often had trouble keeping many first-rate employees who could make more money in other fields. Some chains have sought to retain such employees by tying their earnings to performance or offering them part ownership in their particular restaurant.

Entrepreneurial incentives

Chick-fil-A, a 346-unit fast-food chain with outlets primarily in shopping malls, was founded on the concept of the entrepreneur.

For an initial investment of $5,000, the company subleases a fully stocked and equipped restaurant to an operator who pays 15 percent of his monthly base income to Chick-fil-A and then splits net profits 50-50 with the par-

*(See **LABOR**, page F4)*



Managers from franchise and company units attend class at Hardee's Management Development Center.

FOCUS | NRA

LABOR CRISIS SPARKS NEW POLICIES

Ryan's started a stock purchase plan to emphasize that employee ownership is not limited to top executives.

(Continued from page F3)

ent company. The philosophy is that operators will concentrate on sales and performance and not be bogged down with concerns about real-estate debts and additional overhead costs.

The parent company offers incentives such as one-year free use of a luxury sedan to operators that increase sales by 40 percent or more during a year. If an operator can repeat his 40-percent performance in back-to-back years, he is awarded ownership of the auto.

In addition, the company provides annual, all-expense-paid seminars at resorts for operators and offers a scholarship program to crew members with at least two years' tenure. Since 1973, it has awarded more than $4 million in college scholarships to more than 4,000 nationwide crew members, who are free to pursue other careers after college.

The incentives have paid off. Five operators reached the 40-percent plateau last year, more than 100 have reached it since 1975, and nearly 200 operators have at been with the company for at least five years. Twenty percent of the company's operators and 33 percent of its home office staff are former scholarship recipients.

Greenville, S.C.-based Ryan's Family Steak House instituted a stock purchase plan in February to emphasize that employee ownership is not limited to top-level executives, said vice president and chief operating officer Mark McCall. Under the plan, any employee with more than one-month tenure may purchase fractions or whole shares of stock. The company picks up any administrative costs.

Under the various management incentives at the flourishing 78-unit chain, more than 50 percent of a general manager's pay is tied to his unit's performance while 65 percent to 70 percent of a supervisor's wages is tied to sales at stores in his region.

Responding to the top three priorities indicated in a survey of employees, Ryan's has also improved medical and dental insurance benefits for hourly employees and enhanced its vacation policy so that even hourly employees are paid for at least a portion of their vacation time. The company is currently questioning workers to find out what their next three priorities of employment are, McCall added.

Golden Corral is another company that allows managers to purchase shares of the restaurant they operate so that they have direct interest in its performance.

Money and benefits certainly are important in keeping employees, but it takes much more than financial incentives to prevent turnover.

Restaurant manager is key

Through surveys regarding the work environment, Burger King found that four of the top five concerns of employees involve the relationship with the manager, with fair pay the other top concern, Saunders said. Such questions as "Does the manager communicate with me, train me properly, treat me like a human being?" are of vital importance to employees.

"People are the winning edge," Saunders said. "We need to go back to the basics with management of people, stimulate the environment so they don't become bored with it. We're going to have to find what the work force needs are and market the hell out of them to keep employees."

Burger King has added crew rooms to new and renovated units and intensified training of the unit managers, emphasizing people skills. It conducts regular employee surveys and exit interviews regarding quality of life issues.

Saunders said BK is starting to see some results. Crew turnover, previously more than 300 percent, has dropped to just over 200 percent, while manager rates have dropped from more than 60 percent to less than 40 percent.

Fair wages and benefits are certainly indispensable, but it's become apparent to most restaurant companies that intangibles are just as important. Employees not only must be treated with respect and dignity but also should be made to feel part of the company's overall mission.

Morale, defined by former Ponderosa chief executive Thomas Russo as a "feeling of individual people within a company that the company cares for them and that they will be recipients of productivity," is the most important intangible. Morale stems from trust, which is earned through experience, Russo told the human resource gathering.

Shedding a negative image

Image is one of the biggest labor obstacles the restaurant industry recently has fought to overcome. Attracting college graduates to a restaurant career has proved difficult, because the perception of such a job often consists of a "greasy spoon" employee flipping burgers over a hot grill.

PROJECTED LABOR SHORTFALL

(in thousands)

	Estimated employment levels	Employment required by expected industry growth	Implied shortfall
1990	5,099	5,298-5,448	193-349
1995	5,173	5,958-6,300	785-1,127

Source: National Restaurant Association

Fifteen hospitality trade groups, including the National Restaurant Association and the National Association of Food Equipment Manufacturers, have spearheaded a drive to alter the public perception of careers in hospitality.

The first phase of a massive image-enhancement program called "America's Hospitality Industry—Ours is a Special World" was launched last fall to recognize employees and inform them of the wide range of career paths available in the overall hospitality industry. Videos for schools, businesses, and industry groups, merchandising materials, and trade advertisements have supported the campaign.

The second phase of the four-year program will be aimed at potential industry employees, and the third phase will target consumers.

Culinary schools and programs at several academic institutions also have helped to professionalize the restaurant industry. The New School's New York Restaurant School even established the Fast Food Management School, a program of study devoted to careers in quick-service restaurants.

Many chains have developed image-enhancing literature for colleges and stepped up recruitment efforts there.

Employees at Mr. Philly assemble sandwich bases.

Lean and mean in operations

Restaurants already have deployed labor-saving features into their operations. Self-service has become common as pasta bars, condiment bars, soda dispensers, hot vegetable stations, and even sundae toppings bars have joined salad bars under the "self-serve" umbrella.

"We're looking at ways to take labor out of the restaurant," said Godfather's president Herman Cain in New York, noting that one of the first things the chain looks for in a new menu item is whether it adds labor.

Fueled by advances in technology, several chains also have trimmed back-of-the-house labor procedures. For instance, process controllers on cooking apparatus have not only simplified operations but also enhanced speed and efficiency at some chains.

And while it's highly unlikely that robots will eventually replace employees, the full effects of automation have yet to be realized.

Despite how well individual restaurant companies streamline their operations and improve recruitment and retention efforts, external influences will have a big effect on the labor situation.

Big Brother

Government intervention is and will continue to be the largest outside influence.

In terms of labor, changes in immigration laws and employee health insurance regulations have already been felt by restaurateurs. But the biggest issue on the congressional table is the proposed minimum-wage legislations.

A congressional bill backed by organized labor could raise the national minimum wage from its current level of $3.35 per hour to more than $5 per hour by 1991. An anticipated amendment to the bill would also freeze the minimum-wage tip credit.

Opponents to the bill say it will end up hurting the people it's designed to help, since the restaurant business and other industries will be forced to compensate by cutting jobs. Several restaurateurs have indicated they'll also be forced to raise prices.

Although some parties seem to have given up hope of defeating the legislation, others—such as S&A's Richard Berman and Burger King's Jeff Campbell—have sounded the battle cry.

"It's a perpetual machine for wage inflation," said Berman at the human resource conference last month, "a multi-million-dollar proposal to us, as it is to any company. We must get people involved [to fight it]."

"We're the major employer of first and last resort" for many of the largely unskilled, disadvantaged workers that could face unemployment if the bill passes, Campbell said in New York. "If you're not concerned, you don't understand the situation."

It's become clear that restaurateurs face a growing number of challenges relating to labor. Even the companies that best address those obstacles directly through changes in recruiting, training, operations, and overall management techniques will not emerge unscathed.

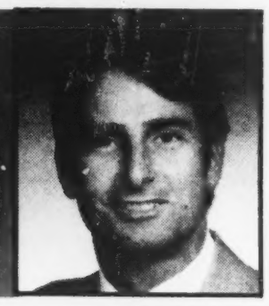
Feathers to fly in chicken battle

SOMEWHERE IN MEXICO — *"Sí, señor,* it is true. The crazy chicken and his once-lazy-but-now-charbroiled cousin have lost their race with this bird 'Tucker.'

"Señor, tell me, what is a Tucker? I hear tell that a man can ride such poultry. If these creatures exist, why have we not seen them

West Coast Report

Alan Liddle



before? And do you not agree that it would take a brave man to climb on such an animal, but an even braver man to marinate it?"

The cantina owner wiped the dust from my beer glass before filling it and then dabbed at the tears in his eyes, tears that betrayed the conflict raging in his heart.

Yes, he was sad that Bonza Tucker, the spitroast chicken concept developed jointly by an Australian company and San Francisco's Round Table Pizza, would open in Northern California before El Pollo Loco and El Pollo Asado. Those two larger flame-grilled chicken chains had been inspired by cooking in his homeland.

And the old man was sad because he knew feathers would fly in the fight for good sites.

But, oh, how he longed to gaze with his own eyes on one of those Tuckers.

I thought of telling him that Bonza Tucker was not a breed of chicken but an Australian phrase that meant "good eats."

And I wondered if it would ease his pain to know that even if Bonza Tucker opened its first Bay Area unit in San Lorenzo by July, 47-unit El Pollo Asado (Spanish for "The Charbroiled Chicken") would probably have its Alameda, Calif., restaurant operating shortly thereafter.

While it was common knowledge in some parts that 60-unit El Pollo Loco ("The Crazy Chicken") planned to have an Oakland, Calif., restaurant opened by summer's end, parts ain't parts, so I knew he didn't know.

He didn't know that, just as he didn't know a man couldn't really ride a Bonza Tucker chicken, even though signs at the chain's Santa Rosa, Calif., restaurant showed he could. Just as he didn't know that El Pollo Asado had once been called something that translated from Spanish into "The Lazy Chicken," but was forced to change its name after "The Crazy Chicken" sued.

I thought of all he didn't know and all I could tell him. But I thought one thought more than any other:

"What a bunch of silly names."

The cantina man smiled as I put a $5 bill on the bar and walked out.

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CALL F.I.R.S.T. ITEM # **24**

NRA salary poll shows median wage for U.S. chefs at $8.35 per hour

Waiters make $2.50 an hour plus tips

WASHINGTON — The median hourly wage for chefs in the United States is $8.35, according to a survey of wages for hourly employees conducted by the National Restaurant Association.

Waiters and waitresses earned $2.50 an hour in wages excluding tips, the NRA reported.

Other median hourly wages for food-service workers were $4.50 for janitors and porters, $3.42 for buspersons, and $4.60 for bartenders.

More than 4,000 food-service workers participated in the survey.

The results suggested that wages vary substantially from one state to another.

The median hourly wage reported for cooks ranged from lows of $3.92 in Iowa, $4 in Kansas, and $4.05 in Alabama to highs of $6.75 in Massachusetts and New Jersey and $8.65 in the District of Columbia.

Fast-food counter workers' hourly wages ranged from $3.60 in the Mountain States to $4.57 in New England.

Taken on a national average, hourly wages for chefs range from $7.25 to $9; for bakers, from $4.94 to $6; for host and hostesses, from $4 to $5; and for waiters and waitresses, from $2.16 to $3. (Tips are not included.)

Source: National Restaurant Association

Bombay Palace to cater dinner for 800 people

CHICAGO — The Bombay Palace is catering a dinner for 800 persons at the Indian Medical Association of Northwest Indiana's sixth annual dinner, May 15 in Merrillville, Ind.

The evening will include dancers from Punjab, India.

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FINANCIAL NEWS

NRN stock index falls 4.1 points to finish the week at 206.3

NEW YORK — For the ninth straight week, the *Nation's Restaurant News* Index of 83 stocks zigzagged from gain to loss, falling 4.1 points in the period ended May 15 and closing at 206.3.

The Dow Jones Industrial Average of 30 blue chips also declined, finishing 49.78 points lower, at 2,272.52. Analysts said investors' fears of inflation were revived after the government reported that the Producer Price Index rose 0.7 percent in April.

Forty-six issues on *NRN*'s complete list of 157 restaurant, lodging, diversified, and food-service manufacturing and distributing companies advanced in price, while 88 declined and 23 stayed the same.

Stocks bought and sold at rates above their trading averages were outnumbered by less active issues, 109 to 46, with two unchanged.

Jamco Ltd. led all percentage price winners and was a top volume surger. It rose 44 cents, to $1.13, a 63.6-percent gain, on volume of 175,300 shares. Despite a $90,000 net loss in the second quarter, Jamco told investors and analysts at a New York conference that its new prototype, Mr. Steak's Grill, was scoring significant sales gains.

Sybra, an Arby's franchisee that also made a presentation at the New York meeting, led all relative volume surgers, rising 50 cents, to $13.50, a new 52- week high.

Kapok Corp., operator of Kapok Tree restaurants, rose 50 cents, to $3.50, on heavy volume of 56,700 shares. An investor group that included Snyder Capital Management of San Francisco said it had acquired 8.7 percent of the company's shares.

Vicorp was one of the biggest price losers, falling $2.13, to $10.75, on above-average volume of 392,500 shares. M.D.C Holdings, a Denver company whose $12-a-share takeover offer for Vicorp was rejected, said it had decided not to take any further action.

Besides Sybra, one stock rose to a new yearly price high: Famous Restaurants, up 31 cents, to $3.

Food-service companies closing at new 52-week price lows were Servico, down $1, to $16.75, and Taco Viva, 25 cents, to $1.38.

A distributor, Rykoff-Sexton, also finished at a yearly price low, dropping $1.63, to $23.50.

VOLUME TREND LEADERS

Sybra Inc	M	404.7	Gen Mills	N	159.1
Swensens Inc	O	281.1	Maverick Rest	M	155.6
Kapok Cp	A	260.9	Oneida Ltd	N	117.8
Jamco Inc	O	242.1	Intl Kings Tab	M	101.3
Sonesta Intl	M	187.5	Jerrico Inc	M	100.6

TOP PERCENTAGE PRICE GAINERS

Jamco Inc	O	63.6	Gen Mills	N	13.8
Am Restaurants	M	30.0	Holiday Cp	N	13.5
Allegheny Bev	M	16.9	McFaddin Ven	A	12.5
Kapok Cp	A	16.7	Famous Rest	M	11.6
Swensens Inc	O	16.7	Cucos Inc	O	10.0

TOP PERCENTAGE PRICE LOSERS

Stuff Yer Face	O	- 16.7	Old Fashion Fd	M	- 10.0
Vicorp Restaurants	M	- 16.5	Horn & Hardart	A	- 9.3
Taco Viva	M	- 15.4	Consul Rest	M	- 8.3
SIS Cp	M	- 12.5	Chefs Intl	O	- 7.7
Benihana Natl	M	- 11.6	Panteras Cp	M	- 6.8

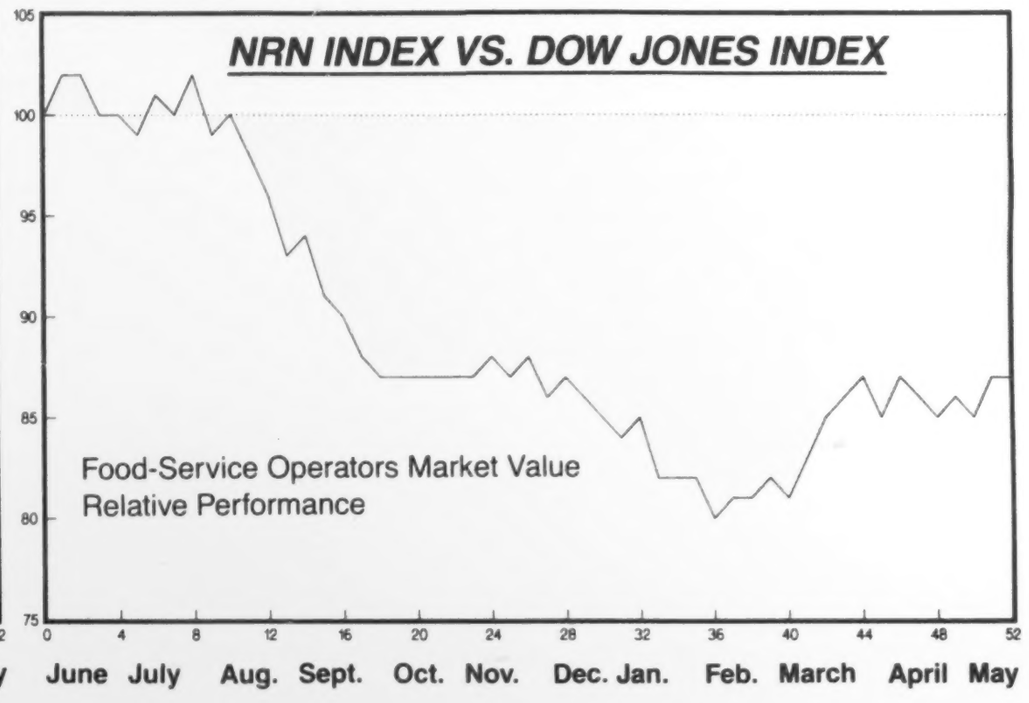
All figures represent weekly percentage change

Restaurants - NRN Stock Index Issues

Company and Market	5-15-87 Close	Weekly Change Amt.	Weekly Change Pct.	Weekly Range High	Weekly Range Low	52-Week Range High	52-Week Range Low	Volume Weekly Shares Traded Total	Volume Weekly Shares Traded % Out	Volume 12-Week Avg. Vol. As % Out	Volume Trend Change	P/E Ratio	Indicated Divd. Rate Amt.	Indicated Divd. Rate Yld.	Latest Report New Report	Latest Report Period	Latest Report Date Ended	Latest Quarter Revenue Latest	Latest Quarter Revenue Yr. Ago	Latest Quarter Net Income Latest	Latest Quarter Net Income Yr. Ago	Latest Quarter E.P.S. Latest	Latest Quarter E.P.S. Yr. Ago	Year-to-Date Revenue Latest	Year-to-Date Revenue Yr. Ago	Year-to-Date Net Income Latest	Year-to-Date Net Income Yr. Ago	Year-to-Date E.P.S. Latest	Year-to-Date E.P.S. Yr. Ago
-	$	$	%	$	$	$	$	(100)	%	%	%	-	$	%	-	-	-	$Mil	$Mil	$Mil	$Mil	$	$	$Mil	$Mil	$Mil	$Mil	$	$
Am Restaurants M	1.63	.38	30.0	1.75	1.63	3.88	1.00	35	.15	.16	- 6.3	NE	.00	.0	.....	9 mos.	10-86	4.8	5.4	(.3)	(.2)	(.15)	(.06)	14.2	15.8	(.7)	(.1)	(.32)	(.02)
Assoc Hosts M	10.25	.00	.0	10.38	10.25	10.38	7.75	273	.60	.85	- 29.4	NE	.12	1.2	NEW	6 mos.	03-87	17.9	21.1	.6	.3	.14	.06	35.8	42.3	1.1	.5	.24	.11
Bob Evans Farms M	24.50	- 1.25	- 4.9	25.75	24.25	27.25	18.00	1,265	.56	.76	- 26.3	26.3	.28	1.1	.....	9 mos.	01-87	81.2	69.1	6.1	5.1	.27	.23	234.5	197.2	15.9	15.7	.71	.70
Bombay Palace M	7.50	- .13	- 1.6	7.88	7.50	8.50	4.00	288	1.60	3.59	- 55.4	25.0	.00	.0	.....	9 mos.	09-86	2.2	1.9	.3	.1	.06	.09	6.0	5.2	.4	.3	.20	.20
Burger Kg MLP N	19.00	- .25	- 1.3	19.50	19.00	21.88	17.75	394	.97	1.34	- 27.6	NA	1.89	9.9	.....		00-00	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Calny Inc M	10.50	- .13	- 1.2	10.75	10.50	12.13	6.75	628	1.32	4.74	- 72.2	43.8	.16	1.5	.....	9 mos.	11-86	19.4	16.6	5	1.1	.10	.24	56.2	46.8	1.2	2.7	.25	.59
Capt Crab M	.81	.00	.0	0.81	0.69	1.50	.56	1,450	.91	1.61	- 43.5	40.6	.00	.0	.....	6 mos.	02-87	3.4	2.4	.0	.1	.00	.01	6.0	4.8	.2	NC	.01	NC
Chefs Intl O	.38	- .03	- 7.7	0.47	0.38	.50	.09	1,515	.78	.95	- 17.9	NE	.00	.0	.....	6 mos.	07-86	5.5	5.5	.0	NC	.00	NC	10.8	10.8	(.2)	NC	(.01)	NC
Chi-Chi's M	7.25	.00	.0	7.50	7.00	11.25	6.50	8,693	3.28	3.91	- 16.1	NE	.00	.0	.....	9 mos.	01-87	70.6	66.0	(10.3)	2.1	(.38)	.08	217.5	195.8	(5.7)	10.1	(.21)	.38
Chili's Inc M	31.88	- .25	- .8	32.25	31.50	35.63	18.75	4,636	8.22	5.88	39.8	28.7	.00	.0	NEW	9 mos.	03-87	45.2	25.8	1.4	.8	.24	.16	129.3	75.6	4.5	3.1	.79	.60
Churchs Fr Ch N	11.88	.25	2.2	12.25	11.63	18.13	10.00	12,743	3.40	2.58	31.8	36.0	.46	3.9	.....	3 mos.	03-87	88.5	103.2	.4	5.3	.01	.14	88.5	103.2	.4	5.3	.01	.14
Collins Foods N	21.25	- 1.00	- 4.5	22.88	21.13	23.38	14.13	1,903	.95	1.57	- 39.5	37.9	.12	.6	.....	9 mos.	01-87	167.7	129.3	4.0	2.8	.19	.14	519.7	398.5	19.3	14.2	.93	.70
Consol Prods M	4.50	- .25	- 5.3	4.50	4.25	5.00	2.63	93	.28	.50	- 44.0	9.6	.08	1.8	NEW	6 mos.	03-87	25.8	24.4	.2	(.2)	.07	(.06)	45.7	43.8	.5	(.5)	.16	(.17)
Consul Rest M	1.38	- .13	- 8.3	1.50	1.38	4.25	1.25	392	.82	1.78	- 53.9	NE	.00	.0	.....	9 mos.	02-87	17.3	18.1	(.9)	(.6)	(.18)	(.12)	54.7	58.5	(1.3)	(1.6)	(.27)	(.34)
Cracker Barrel M	15.50	- .25	- 1.6	15.75	15.25	18.00	9.66	294	.55	1.47	- 62.6	20.4	.10	.6	.....	6 mos.	01-87	21.1	17.4	.3	.1	.07	.01	45.0	37.7	1.5	1.1	.29	.20
Cucos Inc O	2.75	.25	10.0	3.25	2.50	6.50	2.00	37	.18	.25	- 28.0	NE	.00	.0	.....	6 mos.	12-86	2.3	2.5	(.3)	.1	(.14)	.05	5.6	5.3	(.5)	.2	(.24)	.10
Dunkin Donuts M	30.75	.75	2.5	31.50	30.50	37.38	27.00	1,584	2.18	3.18	- 31.4	18.4	.32	1.0	.....	3 mos.	01-87	24.7	26.2	3.4	3.1	.46	.42	24.7	26.2	3.4	3.1	.46	.42
El Chico M	5.50	.13	2.3	5.75	5.50	8.00	3.50	809	1.74	1.74	.0	NE	.00	.0	.....	9 mos.	02-87	20.7	13.7	(3.5)	.4	(.74)	.09	62.4	65.7	(3.7)	2.0	(.79)	.43
El Pollo Asa M	5.38	- .25	- 4.4	5.63	5.25	8.13	5.38	906	2.42	2.45	- 1.2	NM	.00	.0	.....	9 mos.	12-86	2.5	.5	.0	(.1)	.00	(.02)	7.1	3.5	.2	.1	.05	.04
Famous Rest M	3.00	.31	11.6	3.00	2.69	3.00	1.69	1,161	1.94	2.29	- 15.3	NE	.00	.0	NEW	3 mos.	03-87	22.4	18.3	.4	.2	.07	.03	22.4	18.3	.4	.2	.07	.03
Fast Food Oper O	.28	.00	.0	0.38	0.28	.69	.25	94	.16	.30	- 46.7	NE	.00	.0	.....	9 mos.	09-86	2.1	2.2	(.2)	NC	.00	.01	5.8	5.9	(.1)	.1	(.02)	.02
Foodmaker N	12.13	.75	6.6	12.13	11.25	14.25	11.00	1,089	.87	NC	NC	14.8	.00	.0	.....	6 mos.	03-87	139.0	135.3	3.6	2.3	.31	.21	309.2	270.6	4.0	4.6	.40	.42
Frisch's A	31.88	- .63	- 1.9	32.13	31.00	40.66	31.00	146	.31	.38	- 18.4	45.5	.22b	.7	.....	9 mos.	02-87	30.3	28.4	.2	.2	.05	.04	106.6	99.5	1.8	1.7	.37	.37
Fuddruckers Inc M	2.00	- .06	- 3.0	2.06	2.00	4.63	1.38	1,852	2.74	3.20	- 14.4	NE	.00	.0	.....	fiscal	12-86	10.5	9.6	(11.0)	(6.0)	(1.63)	(.90)	62.6	48.2	(14.4)	(5.4)	(2.13)	(.81)
Hamburg Hamlet M	5.00	- .25	- 4.8	5.25	4.75	7.75	4.00	61	.18	.28	- 35.7	13.2	.00b	.0	.....	9 mos.	12-86	11.0	9.3	.2	.4	.05	.12	32.8	28.2	.4	1.1	.12	.34
Intl Dairy Queen a M	31.50	- 1.00	- 3.1	32.00	31.25	35.50	22.00	306	.32	.42	- 23.8	22.5	.00	.0	.....	3 mos.	02-87	42.7	36.4	1.7	1.2	.18	.03	42.7	36.4	1.7	1.2	.18	.03
Intl Kings Tab M	17.25	1.25	7.8	17.25	16.75	30.00	14.00	2,179	7.53	3.74	101.3	18.5	.00	.0	.....	9 mos.	03-87	28.2	26.9	.5	1.5	.09	.50	69.1	64.8	1.7	3.2	.60	1.10
JB Restaurant M	5.50	- .25	- 4.3	5.63	5.38	8.88	5.00	1,452	2.94	2.53	16.2	45.8	.00	.0	.....	6 mos.	03-87	21.6	23.9	(1.0)	(4.2)	(.15)	(.85)	43.8	47.4	(.7)	(4.6)	(.15)	(.94)
Jerrico Inc M	22.75	- .38	- 1.6	23.00	22.75	26.38	17.88	15,288	7.18	3.58	100.6	17.4	.16	.7	.....	9 mos.	03-87	148.0	136.9	5.5	5.8	.27	.27	444.9	416.9	18.1	18.1	.87	.85
Kapok Cp A	3.50	.50	16.7	3.75	3.00	5.88	2.00	567	2.31	.64	260.9	NE	.00	.0	.....	3 mos.	12-86	2.7	2.5	(.4)	(.5)	(.14)	(.21)	2.7	2.5	(.4)	(.5)	(.14)	(.21)
Karcher Carl M	20.63	- 1.38	- 6.3	21.63	20.63	22.00	13.63	1,857	2.62	2.69	- 2.6	NE	.00	.0	NEW	fiscal	01-87	74.5	73.0	(11.3)	1.2	(1.59)	.17	315.3	322.7	(7.1)	5.0	(1.00)	.71
Lifestyle Rest A	1.06	.00	.0	1.13	1.06	2.19	.69	110	.19	.59	- 67.8	NE	.00	.0	.....	3 mos.	01-87	13.9	17.5	(1.8)	(.4)	(.31)	(.08)	13.9	17.5	(1.8)	(.4)	(.31)	(.08)
Luby's Cafe N	31.88	1.25	4.1	32.88	30.88	32.88	24.69	917	.50	.47	6.4	25.1	.44	1.4	.....	6 mos.	02-87	55.2	50.7	5.6	4.8	.31	.26	110.4	102.2	10.9	9.7	.60	.53
Marcus Corp M	15.75	.00	.0	15.75	15.25	19.84	13.44	68	.09	.42	- 78.6	15.0	.22	1.4	.....	9 mos.	02-87	31.9	28.9	.8	.8	.09	.10	104.5	97.2	5.6	6.2	.72	.80
Marriott Corp N	39.75	- 1.13	- 2.8	43.13	39.00	43.75	27.38	27,226	2.06	1.55	32.9	27.4	.16	.4	.....	3 mos.	03-87	1411.6	1031.5	40.7	34.2	.30	.25	1411.6	1031.5	40.7	34.2	.30	.25
Maverick Rest M	1.00	.00	.0	1.13	1.00	2.13	1.00	140	.23	.09	155.6	NE	.00	.0	.....	fiscal	01-87	3.7	3.3	(2.5)	(.1)	(.50)	(.01)	14.8	13.2	(2.5)	(.1)	(.50)	(.02)
Max & Erma's O	2.00	.00	.0	2.25	2.00	2.63	1.25	35	.23	1.34	- 82.8	NM	.00	.0	.....	3 mos.	01-87	4.4	5.1	.1	(.2)	.08	(.11)	4.4	5.1	.1	(.2)	.08	(.11)
McDonald's Cp N	78.50	- 3.00	- 3.7	83.00	78.50	85.00	55.38	23,780	1.87	1.99	- 6.0	20.5	.66	.8	.....	3 mos.	03-87	1068.4	941.4	106.0	94.1	.83	.73	1068.4	941.4	106.0	94.1	.83	.73
McFaddin Ven A	1.13	.13	12.5	1.13	1.00	4.88	.88	330	.62	.59	5.1	NE	.00	.0	.....	3 mos.	02-87	13.9	17.9	(3.5)	NC	(.66)	.01	13.9	17.9	(3.5)	NC	(.66)	.01
Morrison Inc M	26.88	.13	.5	27.25	26.88	29.25	21.13	1,178	.82	1.29	- 36.4	30.5	.48b	1.8	.....	9 mos.	02-87	147.6	132.4	5.1	4.1	.35	.29	433.4	385.0	16.1	14.4	1.12	1.00
Morgan's Food A	1.88	- .13	- 6.3	2.00	1.75	2.75	1.25	260	.27	.54	- 50.0	NE	.00	.0	.....	9 mos.	11-86	5.1	3.8	.2	.1	.02	.03	14.1	11.8	.5	.2	.06	.05
Jamco Inc O	1.13	.44	63.6	1.25	0.75	1.25	.38	1,753	3.66	1.07	242.1	NE	.00	.0	.....	3 mos.	12-86	4.9	6.0	.1	(.3)	.01	(.05)	4.9	6.0	.1	(.3)	.01	(.05)
Nathans M	8.25	.00	.0	8.25	8.25	8.25	4.00	52	.23	1.05	- 78.1	31.7	.07	.8	.....	9 mos.	12-86	5.3	5.3	.0	.1	.00	.03	18.4	18.8	1.0	1.0	.45	.43
Natl Pizza M	17.50	- .25	- 1.4	18.00	17.50	18.25	13.00	236	.32	.56	- 42.9	19.9	.00	.0	.....	fiscal	03-87	31.7	15.9	2.4	1.2	.23	.15	96.5	63.1	7.4	5.4	.88	.71
Old Fashion Fd M	4.50	- .50	- 10.0	5.00	4.50	5.50	4.25	15	.11	.49	- 77.6	10.7	.00	.0	.....	9 mos.	02-87	4.3	3.6	.1	.1	.10	.10	12.3	11.0	.4	.4	.31	.31
Old Spag Wrehse M	6.25	.38	6.4	6.50	6.00	6.75	3.25	40	.27	.91	- 70.3	NE	.00	.0	.....	9 mos.	03-87	4.5	3.8	.2	.1	.15	.05	13.2	11.0	.5	.3	.34	.20
Pancho Mex Buffet M	14.50	- .25	- 1.7	14.75	14.50	15.75	9.50	54	.13	.71	- 81.7	22.3	.13b	.9	.....	6 mos.	03-87	11.4	10.0	.6	.5	.15	.12	22.2	19.2	1.1	.9	.26	.21
Panteras Cp M	10.25	- .75	- 6.8	10.88	10.25	11.38	5.00	1,358	2.42	4.18	- 42.1	34.2	.00	.0	.....	9 mos.	03-87	6.4	7.9	.7	(13.5)	.11	(2.56)	18.5	25.8	1.5	(16.6)	.25	(3.16)
Perkin Fam N	11.00	- .38	- 3.3	11.50	10.88	13.13	10.63	410	.41	.43	- 4.7	30.6	.00	.0	.....	3 mos.	03-87	31.1	28.6	1.4	.8	.14	.08	31.1	28.6	1.4	.8	.14	.08
Piccadilly Caf M	22.38	- .38	- 1.6	22.75	22.25	25.75	18.75	426	.45	.92	- 51.1	36.1	.48	2.1	.....	9 mos.	03-87	NC	49.7	(4.8)	2.3	(.51)	.24	51.5	153.3	1.9	8.3	.20	.88
Pizza Inn A	14.00	- .13	- .9	14.38	14.00	14.50	8.25	391	1.18	4.36	- 72.9	NE	.08	.6	.....	3 mos.	03-87	43.3	48.7	(1.2)	(.1)	(.35)	(.05)	43.3	48.7	(1.2)	(.1)	(.35)	(.05)
Po-Folks M	2.88	.13	4.5	2.88	2.63	10.25	2.75	326	.74	.61	21.3	NE	.00	.0	.....	6 mos.	03-87	35.5	39.0	(1.9)	(2.0)	(.45)	(.43)	73.8	77.5	(3.7)	(2.8)	(.85)	(.62)
RAX Restaurants M	6.00	.38	6.7	6.00	5.63	9.00	4.63	1,501	2.15	1.21	77.7	NE	.00	.0	.....	6 mos.	01-87	28.1	29.3	(4.0)	(.3)	(.58)	(.04)	59.2	61.4	(3.7)	NC	(.53)	NC
Rest Assoc B A	10.88	- .38	- 3.3	11.50	10.88	12.00	8.13	201	.65	.60	8.3	8.8	.30	2.8	NEW	3 mos.	03-87	57.3	40.8	2.2	.3	.40	.07	57.3	40.8	2.2	.3	.40	.07
Rest Mgmt M	10.00	.00	.0	10.75	10.00	13.41	7.25	139	.33	2.04	- 83.8	21.3	.07	.7	.....	3 mos.	01-87	12.6	11.4	.7	.6	.17	.14	12.6	11.4	.7	.6	.17	.14
Restec O	2.75	.00	.0	3.50	2.75	3.00	2.75	3	.02	.02	.0	NE	.00	.0	.....	6 mos.	12-86	1.9	1.6	(.1)	(.2)	(.05)	(.07)	3.8	3.2	(.1)	(.2)	(.06)	(.09)
Ritzys G D M	1.00	- .06	- 5.9	1.06	0.88	2.13	.88	670	1.09	.56	94.6	NE	.00	.0	.....	3 mos.	03-87	2.0	2.1	(.2)	(.4)	(.03)	(.06)	2.0	2.1	(.2)	(.4)	(.03)	(.06)
Rudy's Restaurant M	5.13	- .13	- 2.4	5.25	5.13	7.63	3.50	112	.32	.65	- 50.8	NE	.00	.0	.....	6 mos.	03-87	4.8	3.9	.1	(.2)	.03	(.06)	9.2	7.9	.1	(.4)	.04	(.16)
Rusty Pelican M	7.38	- .38	- 4.8	7.88	7.38	10.00	5.00	187	.66	1.58	- 58.2	46.1	.00	.0	NEW	9 mos.	04-87	14.9	13.8	.3	(.6)	.09	(.20)	40.5	41.0	.4	(.2)	.14	(.05)
Ryans Family M	39.75	- 1.75	- 4.2	41.00	39.75	41.75	19.75	8,396	4.85	5.30	- 8.5	56.0	.00	.0	.....	3 mos.	03-87	32.5	21.2	3.7	2.3	.21	.14	32.5	21.2	3.7	2.3	.21	.14
Sandwich Chef M	5.25	.00	.0	5.50	5.25	9.88	5.25	89	.72	.81	- 11.1	NE	.00	.0	.....	9 mos.	03-87	7.2	7.6	.1	.2	.09	.14	22.1	22.0	(1.2)	.5	(.95)	.37
Sbarro Inc A	21.88	- 1.50	- 6.4	23.63	21.38	23.88	11.00	489	.56	.90	- 37.8	37.7	.00	.0	NEW	fiscal	12-86	20.5	12.4	2.0	1.5	.23	.21	58.2	34.6	4.9	3.4	.58	.49
Sea Galley M	3.38	- .13	- 3.6	3.50	3.38	4.63	1.88	892	3.07	2.36	30.1	NE	.00	.0	.....	3 mos.	03-87	12.8	14.8	.1	NC	.04	.01	12.8	14.8	.1	NC	.04	.01
Shoney's Inc M	28.63	- .25	- .9	29.88	28.63	33.25	24.00	2,400	.66	1.36	- 51.5	24.1	.16	.6	.....	3 mos.	01-87	194.3	171.7	11.4	9.9	.31	.27	194.3	171.7	11.4	9.9	.31	.27
Shoney's South M	11.50	- .25	- 2.1	11.88	11.25	17.63	11.38	698	.97	2.43	- 60.1	13.1	.00	.0	.....	fiscal	12-86	44.8	39.9	.0	.7	(.03)	.13	198.1	177.5	5.7	5.4	.88	.94
SIS Cp M	5.25	- .75	- 12.5	6.00	5.25	8.00	4.25	60	.39	.88	- 55.7	NE	.00	.0	NEW	3 mos.	03-87	3.4	3.3	(.3)	NC	(.22)	(.02)	3.4	3.3	(.3)	NC	(.22)	(.02)
Sizzler Rest M	19.75	.00	.0	21.00	19.50	23.25	13.75	3,467	2.03	1.69	20.1	26.0	.00	.0	.....	9 mos.	01-87	56.7	43.9	2.5	2.2	.14	.15	173.3	134.3	9.2	8.3	.54	.54
Skippers M	8.25	- .13	- 1.5	8.50	8.25	11.00	7.38	146	.53	1.00	- 47.0	NE	.08	1.0	.....	3 mos.	03-87	17.7	18.2	.4	.2	.15	.09	17.7	18.2	.4	.2	.15	.09
So Hospitality M	2.44	.19	8.3	2.50	2.13	5.63	2.13	629	1.26	.80	57.5	NE	.00	.0	.....	9 mos.	02-87	9.8	12.1	(1.1)	(.6)	(.23)	(.11)	32.3	37.5	(.9)	.5	(.19)	.11
Stuff Yer Face O	.16	- .03	- 16.7	0.22	0.16	.25	.13	120	.08	.16	- 50.0	NE	.00	.0	.....	6 mos.	09-86	.7	.9	.0	(.2)	.00	(.01)	1.3	1.7	.0	(.3)	.00	(.02)
Swensens Inc O	.88	.13	16.7	1.13	0.75	1.50	.63	631	1.41	.37	281.1	NE	.00	.0	.....	9 mos.	09-86	2.5	2.7	.0	.1	.01	.02	7.4	8.0	(.2)	(.2)	(.05)	(.02)
Sybra Inc M	13.50	.50	3.8	13.50	12.75	13.50	10.00	663	3.23	.64	404.7	11.5	.00	.0	.....	*	12-86	NC	NC	NC	NC	NC	NC	34.2	NC	1.9	NC	1.17	NC
Taco Villa M	2.50	.13	5.3	2.63	2.00	4.50	2.00	85	.10	.07	42.9	83.3	.00	.0	NEW	*	03-87	NC	NC	NC	NC	NC	NC	20.2	NC	.2	NC	.03	NC
Taco Viva M	1.38	- .25	- 15.4	1.38	1.38	3.00	1.38	165	.50	.62	- 19.4	NE	.00	.0	.....	9 mos.	02-87	4.5	4.6	(.3)	(.1)	(.09)	(.01)	15.6	15.6	(.8)	(1.3)	(.24)	(.36)
TGI Friday's N	9.63	- .50	- 4.9	10.38	9.63	10.75	6.50	384	.34	1.00	- 66.0	56.6	.00	.0	.....	3 mos.	03-87	92.6	83.7	2.6	1.0	.15	.06	92.6	83.7	2.6	1.0	.15	.06
TCBY Enterprises M	16.50	- .75	- 4.3	17.50	16.25	26.38	10.50	3,618	1.40	4.01	- 65.1	50.0	.00	.0	.....	3 mos.	02-87	7.8	4.6	1.4	.8	.05	.03	7.8	4.6	1.4	.8	.05	.03
TW Services N	16.38	- .25	- 1.5	16.75	16.25	17.63	14.13	5,860	1.21	3.31	- 63.4	52.8	.05	.3	.....	3 mos.	03-87	496.1	429.0	8.9	7.6	.18	.14	496.1	429.0	8.9	7.6	.18	.14
Twistee Treat M	2.94	- .06	- 2.1	3.06	2.88	4.94	1.94	5,695	3.16	3.74	- 15.5	NE	.00	.0	.....	9 mos.	10-86	.7	.4	(.5)	(.4)	(.03)	(.07)	2.0	1.5	(2.0)	(1.0)	(.11)	(.07)
USACafes A	10.00	.00	.0	10.00	9.75	10.50	5.63	528	.81	1.30	- 37.7	11.6	.34	3.4	.....	fiscal	09-86	3.2	4.7	3.1	.8	.47	.14	18.1	18.7	5.6	2.5	.86	.40
Vicorp Restaurants M	10.75	- 2.13	- 16.5	12.63	10.75	23.00	10.00	3,925	4.61	3.86	19.4	NE	.00	.0	.....	3 mos.	01-87	104.6	128.7	7.4	(1.0)	.71	(.12)	104.6	128.7	7.4	(1.0)	.71	(.12)
Wendys Intl N	10.00	.25	2.6	10.13	9.13	17.50	9.00	15,365	1.61	2.70	- 40.4	NE	.24	2.4	.....	3 mos.	03-87	256.6	274.7	(6.8)	16.0	.07	.17	256.6	274.7	(6.8)	16.0	.07	.17
Wstn Steer M	15.75	- .25	- 1.6	16.00	15.50	16.25	11.00	281	1.51	1.78	- 15.2	14.4	.20	1.3	.....	9 mos.	11-86	16.0	12.6	.5	.5	.27	.31	41.2	35.8	1.3	1.2	.75	.74
Winners Cp N	3.00	.25	9.1	3.13	2.63	5.88	2.63	483	1.20	1.06	13.2	NE	.00	.0	.....	3 mos.	03-87	26.4	26.9	(1.3)	(.9)	(.32)	(.23)	26.4	26.9	(1.3)	(.9)	(.32)	(.23)

NOTES AND EXPLANATIONS: Market: N—New York Stock Exchange. A—American Stock Exchange. O—NASDAQ Over-The-Counter. M—NASDAQ National Market. **Reporting Period:** 3 mos.—First quarter of fiscal year. 6 mos.—First six months of fiscal year. 9 mos.—First nine months of fiscal year. fiscal—Fiscal year. NEW—New report since last issue. **General Field Footnotes:** NA—Not available or not applicable. NC—Data required for calculation currently incomplete in our files. NE—Negative earnings invalidate calculations. NM—No meaningful figure. a—stock dividend. b—cash plus stock dividend. **The Charts:** The *NRN* Stock Index calculates the per cent change in the market value of food-service operators since Oct. 28, 1983. The *NRN* Stock Index vs. Dow Jones Index calculates the relative performance of the two indexes from their levels of 52 weeks ago.

Source: Media General Financial Services



Oct. 28, 1983 = 100

Stock Market

Financial Update

Company and Market	5-15-87 Close	Weekly Price Change Amt.	Weekly Price Change Pct.	Weekly Price Range High	Weekly Price Range Low	52-Week Price Range High	52-Week Price Range Low	Weekly Volume Shares Traded Total	Weekly Volume Shares Traded % Out	12-Week Avg. Vol. As % Out	Volume Trend Change	P/E Ratio	Indicated Divd. Rate Amt.	Indicated Divd. Rate Yld.	Latest Report New Report	Latest Report Period	Latest Report Date Ended	Latest Quarter Revenue Latest	Latest Quarter Revenue Yr. Ago	Latest Quarter Net Income Latest	Latest Quarter Net Income Yr. Ago	Latest Quarter E.P.S. Latest	Latest Quarter E.P.S. Yr. Ago	Year-to-Date Revenue Latest	Year-to-Date Revenue Yr. Ago	Year-to-Date Net Income Latest	Year-to-Date Net Income Yr. Ago	Year-to-Date E.P.S. Latest	Year-to-Date E.P.S. Yr. Ago
-	$	$	%	$	$	$	$	(100)	%	%	%	-	$	%	-	-	-	$Mil	$Mil	$Mil	$Mil	$	$	$Mil	$Mil	$Mil	$Mil	$	$
Hotels, Motels, and Casinos																													
Brock Hotel ..... N	10.50	.00	.0	10.75	10.25	40.63	6.25	416	.64	1.33	- 51.9	NE	.00	.0	.....	3 mos.	03-87	46.4	49.0	1.3	1.2	.17	.08	46.4	49.0	1.3	1.2	.17	.08
Club Med ..... N	25.38	.00	.0	25.75	25.25	31.00	21.25	265	.19	.53	- 64.2	19.5	.20	.8	.....	3 mos.	01-87	97.1	85.4	5.6	5.2	.41	.38	97.1	85.4	5.6	5.2	.41	.38
Golden Nugget ..... N	10.13	- .13	- 1.2	10.63	10.00	16.00	9.13	6,022	1.75	2.13	- 17.8	2.7	.00	.0	.....	3 mos.	03-87	178.8	87.2	134.3	3.5	3.78	.11	178.8	87.2	134.3	3.5	3.78	.11
Hilton Hotels ..... N	85.50	- 2.00	- 2.3	87.75	84.75	91.75	62.75	1,974	.80	1.40	- 42.9	20.5	1.80	2.1	.....	3 mos.	03-87	199.8	158.8	24.0	17.4	.96	.70	199.8	158.8	24.0	17.4	.96	.70
Holiday Cp ..... N	21.00	2.50	13.5	22.25	18.25	22.25	11.63	26,201	11.19	8.09	38.3	NA	.00	.0	.....		00-00	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
La Quinta Inns ..... N	13.00	- .50	- 3.7	13.63	13.00	16.25	11.25	572	.42	1.22	- 65.6	31.0	.00	.0	.....	9 mos.	02-87	37.1	39.0	3.4	(1.3)	.25	(.09)	133.2	132.0	3.9	3.9	.28	.27
Prime Mtr Inns ..... N	38.00	- .63	- 1.6	38.88	37.50	46.50	24.50	5,636	1.93	2.17	- 11.1	33.6	.08	.2	.....	6 mos.	12-86	10.4	79.6	(.3)	8.3	(.01)	.31	100.5	154.1	11.5	16.1	.39	.61
Ramada Inc ..... N	8.88	.00	.0	9.25	8.00	9.75	6.00	17,088	4.30	4.39	- 2.1	32.9	.00	.0	.....	fiscal	12-86	176.6	138.7	1.7	2.3	.05	.06	687.0	583.2	10.3	13.8	.27	.37
Resorts Intl A ..... A	53.00	.25	.5	53.50	52.63	75.50	42.75	266	.47	4.69	- 90.0	NE	.00	.0	NEW	3 mos.	03-87	116.1	111.5	(2.8)	(5.0)	(.49)	(.78)	116.1	111.5	(2.8)	(5.0)	(.49)	(.78)
Servico Inc ..... M	16.75	- 1.00	- 5.6	17.50	16.75	24.25	16.75	42	.11	.43	- 74.4	NM	.00	.0	.....	*	12-86	NC	NC	NC	NC	NC	NC	100.1	NC	3.5	NC	.92	NC
Sonesta Intl ..... M	15.75	.25	1.6	15.75	15.50	22.00	11.00	70	.23	.08	187.5	2.5	.20	1.3	.....	3 mos.	03-87	11.9	13.2	(1.2)	(4.4)	(.40)	(1.45)	11.9	13.2	(1.2)	(4.4)	(.40)	(1.45)
Utd Inns ..... N	32.75	.13	.4	33.00	32.75	49.63	32.38	31	.12	.65	- 81.5	NE	.00	.0	NEW	6 mos.	03-87	41.8	41.1	(1.0)	(2.8)	(.36)	(.90)	82.5	81.5	(3.2)	(.2)	(1.21)	.07
Other Companies with Food-Service Operations																													
Allegheny Bev ..... M	12.13	1.75	16.9	12.50	10.38	23.50	4.75	12,848	15.66	10.79	45.1	NE	.00	.0	.....	9 mos.	12-86	231.7	298.3	(40.3)	2.0	(4.91)	(.92)	819.5	828.1	(50.9)	76.0	(6.20)	10.31
Benihana Natl ..... M	4.75	- .63	- 11.6	6.00	4.63	10.88	3.38	1,137	3.32	3.59	- 7.5	NE	.00	.0	.....	9 mos.	12-86	13.7	14.6	(1.5)	(.8)	(.46)	(.26)	59.7	58.3	(4.9)	.4	(1.44)	.13
Disney Walt Co ..... N	62.50	- 2.75	- 4.2	66.00	62.38	68.25	36.00	15,278	1.17	1.65	- 29.1	25.0	.32	.5	.....	6 mos.	03-87	766.3	592.4	91.2	51.8	.66	.38	1521.8	1096.6	181.0	86.5	1.32	.64
Flanigan Ents ..... A	4.63	.00	.0	4.75	4.38	6.75	3.50	52	.56	.70	- 20.0	NE	.00	.0	.....	3 mos.	12-86	8.2	11.6	.5	1.1	.49	1.16	8.2	11.6	.5	1.1	.49	1.16
Gen Mills ..... N	53.50	6.50	13.8	56.00	45.00	56.00	36.75	37,491	4.25	1.64	159.1	20.9	1.28	2.4	.....	9 mos.	02-87	1311.3	1153.9	56.9	46.4	.64	.52	3839.0	3425.3	185.9	141.3	2.09	1.59
Grace W R ..... N	65.25	- .38	- .6	67.25	64.88	69.00	45.25	5,903	1.42	3.78	- 62.4	NE	2.80	4.3	.....	3 mos.	03-87	962.6	1250.5	39.3	(3.1)	.83	(.08)	962.6	1250.5	39.3	(3.1)	.83	(.08)
Hershey Foods ..... N	24.88	- 1.00	- 3.9	26.63	24.63	29.88	21.00	5,200	.58	.84	- 31.0	16.7	.54	2.2	.....	3 mos.	03-87	590.2	508.0	32.9	27.0	.36	.29	590.2	508.0	32.9	27.0	.36	.29
Horn & Hardart ..... A	12.25	- 1.25	- 9.3	13.63	12.25	19.25	8.63	2,834	1.97	3.37	- 41.5	NE	.00	.0	.....	3 mos.	03-87	94.5	86.2	.8	(3.6)	.05	(.30)	94.5	86.2	.8	(3.6)	.05	(.30)
LDBrinkman Cp ..... M	5.25	- .25	- 4.5	5.38	5.13	8.63	4.88	1,576	2.63	2.41	9.1	18.1	.00	.0	.....	6 mos.	01-87	59.2	63.1	(.7)	1.5	(.13)	.21	138.5	126.7	2.8	2.5	.43	.35
Ogden Corp ..... N	71.25	3.00	4.4	73.25	68.25	73.25	30.63	6,856	3.55	3.36	5.7	11.4	2.00	2.8	.....	3 mos.	03-87	203.3	280.7	12.1	10.1	.61	.52	203.3	280.7	12.1	10.1	.61	.52
PepsiCo Inc ..... N	31.38	- .88	- 2.7	33.25	31.25	37.00	24.50	32,187	1.24	1.59	- 22.0	17.9	.68	2.2	.....	3 mos.	03-87	2292.5	1720.2	80.4	68.7	.26	.26	2292.5	1720.2	80.4	68.7	.26	.26
Pillsbury Co ..... N	36.88	- 1.25	- 3.3	38.38	36.63	46.13	32.44	11,778	1.37	1.65	- 17.0	15.5	1.00	2.7	.....	9 mos.	02-87	1526.9	1401.0	48.5	53.8	.56	.62	4598.1	4156.7	150.3	151.5	1.73	1.74
RJR Nabisco ..... N	49.63	- 1.13	- 2.2	51.88	49.00	65.63	40.25	48,129	1.92	1.35	42.2	11.5	1.60	3.2	.....	3 mos.	03-87	3489.0	4620.0	300.0	206.0	1.16	.66	3489.0	4620.0	300.0	206.0	1.16	.66
Southland Corp ..... N	46.50	- 1.88	- 3.9	49.25	46.00	60.50	44.00	8,457	1.75	2.42	- 27.7	7.3	1.12	2.4	.....	3 mos.	03-87	2107.2	1962.0	25.0	(88.5)	.47	(1.91)	2107.2	1962.0	25.0	(88.5)	.47	(1.91)
Vie de France ..... M	4.75	.13	2.7	4.88	4.63	6.63	4.63	294	.28	.59	- 52.5	15.8	.23	4.8	NEW	*	03-87	NC	NC	NC	NC	NC	NC	21.6	NC	(.5)	NC	(.05)	NC
Manufacturers and Distributors																													
Alco Standard ..... N	48.63	- 1.13	- 2.3	50.75	48.00	51.88	37.00	1,306	.60	.70	- 14.3	16.8	1.28	2.6	.....	6 mos.	03-87	880.5	1045.5	15.4	11.5	.71	.54	1744.0	2066.7	30.2	26.3	1.42	1.20
Anchor Hocking ..... N	30.00	.00	.0	30.13	29.88	35.00	24.63	1,362	1.29	5.94	- 78.3	35.7	1.48	4.9	.....	3 mos.	03-87	179.5	174.3	3.7	1.5	.35	.14	179.5	174.3	3.7	1.5	.35	.14
Angelica ..... N	25.25	- 1.00	- 3.8	26.88	25.25	29.75	22.00	392	.42	1.00	- 58.0	14.1	.64	2.5	.....	fiscal	01-87	76.6	68.0	4.4	3.8	.47	.40	291.7	269.1	16.7	17.2	1.79	1.84
Anheuser Bu ..... N	31.75	- 1.88	- 5.6	34.50	31.50	36.63	22.94	33,929	1.26	1.33	- 5.3	17.8	.48	1.5	.....	3 mos.	03-87	1921.6	1749.0	128.1	102.1	.42	.33	1921.6	1749.0	128.1	102.1	.42	.33
Borden Inc ..... N	56.25	- .25	- .4	57.75	55.00	60.50	39.09	8,178	1.11	1.17	- 5.1	18.1	1.28	2.3	.....	3 mos.	03-87	1428.5	1136.4	44.0	36.7	.60	.49	1428.5	1136.4	44.0	36.7	.60	.49
Bridgford Fds ..... M	6.25	.00	.0	6.25	6.25	8.00	5.50	0	.00	.16	-100.0	9.1	.00	.0	.....	3 mos.	01-87	14.3	13.6	.4	.1	.29	.10	14.3	13.6	.4	.1	.29	.10
Campbell Soup ..... N	64.88	- 2.00	- 3.0	67.75	64.50	70.75	50.75	4,695	.72	.76	- 5.3	18.2	1.44	2.2	.....	6 mos.	01-87	1248.6	1180.6	70.4	69.7	1.09	1.08	2363.2	2258.2	129.1	121.5	1.99	1.88
Canandaigua B ..... A	22.38	- 1.38	- 5.8	23.50	22.38	38.50	21.75	13	.07	.25	- 72.0	10.2	.00	.0	.....	6 mos.	02-87	36.1	29.9	1.7	1.8	.35	.38	74.1	62.7	3.5	3.6	.73	.75
Carling OKeef ..... N	13.13	- .38	- 2.8	13.63	13.13	14.00	8.88	60	.03	.38	- 92.1	NA	.48	NA	.....	9 mos.	12-86	229.2	231.7	6.6	2.7	.28	.10	733.6	735.7	16.4	6.4	.68	.22
Castle & Cooke ..... N	23.38	1.25	5.6	24.50	22.13	24.50	14.50	8,457	1.79	1.97	- 9.1	41.7	.00	.0	NEW	*	03-87	NC	NC	NC	NC	NC	NC	411.7	NC	20.9	NC	.37	NC
Clorox Co ..... N	44.88	- 1.00	- 1.8	56.88	54.50	65.13	45.00	5,110	1.91	1.22	56.6	14.3	1.76	3.2	.....	9 mos.	03-87	295.9	279.6	28.3	26.4	1.06	.99	784.3	771.8	73.3	66.4	2.75	2.50
Coca Cola Co ..... N	39.75	- 1.63	- 3.9	42.13	39.63	49.00	32.88	60,751	1.57	1.26	24.6	16.0	1.12	2.8	.....	3 mos.	03-87	1896.1	1734.8	185.4	161.2	.49	.42	1896.1	1734.8	185.4	161.2	.49	.42
Coors, Adolph ..... M	26.38	- .75	- 2.8	27.63	26.38	31.63	23.13	5,741	1.58	2.38	- 33.6	16.1	.50	1.9	.....	3 mos.	03-87	266.9	263.4	7.0	7.2	.19	.20	266.9	263.4	7.0	7.2	.19	.20
ConAgra ..... N	27.88	.38	1.4	28.75	27.13	34.00	24.81	8,410	1.27	1.36	- 6.6	15.7	.58	2.1	.....	9 mos.	02-87	1701.9	1302.1	26.2	21.2	.36	.30	5167.9	4322.0	91.8	74.6	1.32	1.08
Corning Glass ..... N	59.63	- 3.25	- 5.2	63.88	59.63	75.00	46.63	5,524	1.24	2.42	- 48.8	16.7	1.40	2.3	.....	3 mos.	03-87	426.8	422.5	31.3	35.3	.70	.82	426.8	422.5	31.3	35.3	.70	.82
CPC Intl Inc ..... N	45.00	.25	.6	49.13	42.75	54.75	28.25	20,873	2.53	2.21	14.5	18.5	1.24	2.8	.....	3 mos.	03-87	1198.4	1060.4	42.8	38.0	.52	.39	1198.4	1060.4	42.8	38.0	.52	.39
Dean Foods ..... N	30.88	- .38	- 1.2	31.75	30.88	33.50	25.13	1,033	.39	.56	- 30.4	20.2	.54	1.7	.....	*	02-87	NC	NC	NC	NC	NC	NC	1060.9	NC	27.5	NC	1.03	NC
Doskocil Cos ..... O	11.50	.75	7.0	12.25	11.50	19.38	8.75	491	.82	.74	10.8	76.7	.00	.0	.....	3 mos.	03-87	51.5	50.9	.9	.8	.15	.10	51.5	50.9	.9	.8	.15	.10
Ecolab Inc ..... N	27.63	.25	.9	29.00	27.38	31.50	20.75	2,594	.96	1.77	- 45.8	16.8	.58	2.1	.....	9 mos.	03-87	215.9	201.4	10.3	11.4	.39	.42	637.6	591.2	30.7	30.3	1.15	1.13
Fleming Cos ..... N	39.88	- .25	- .6	40.38	39.88	45.88	31.00	1,300	.59	.88	- 33.0	22.0	1.00	2.5	.....	3 mos.	03-87	2406.7	2265.0	15.6	15.2	.71	.70	2406.7	2265.0	15.6	15.2	.71	.70
Fort Howard ..... N	53.00	- .50	- .9	55.63	52.75	60.50	42.88	4,238	.63	1.03	- 38.8	24.7	1.08	2.0	.....	3 mos.	03-87	394.3	319.4	35.1	37.0	.52	.55	394.3	319.4	35.1	37.0	.52	.55
Heinz, HJ ..... N	44.50	.13	.3	46.00	43.50	50.50	38.25	12,954	.97	.96	1.0	18.7	1.12	2.5	.....	9 mos.	01-87	1084.9	1013.3	74.7	63.2	.55	.46	3326.5	3146.9	244.4	219.7	1.78	1.60
Hormel, George ..... A	37.88	- .50	- 1.3	38.88	37.88	41.88	29.63	255	.13	.16	- 18.8	21.0	.60	1.6	.....	3 mos.	01-87	440.5	480.8	4.5	8.9	.23	.46	440.5	480.8	4.5	8.9	.23	.46
Intl Multifood ..... N	27.25	.13	.5	27.50	26.63	31.75	22.50	818	.58	1.72	- 66.3	7.5	1.18	4.3	.....	fiscal	02-87	369.6	353.3	3.6	6.9	2.61	.57	1403.0	1355.4	18.2	24.9	3.64	2.03
James River ..... N	36.50	1.00	2.8	37.13	35.38	43.75	22.00	15,222	1.87	1.81	3.3	18.3	.40	1.1	.....	9 mos.	01-87	1057.5	608.6	41.6	15.7	.49	.25	3287.6	1913.0	124.0	68.0	1.50	1.28
Kellogg ..... N	57.25	- .63	- 1.1	60.00	56.25	65.50	42.25	7,952	.64	.81	- 21.0	20.4	1.36	2.4	.....	3 mos.	03-87	896.0	798.0	104.5	76.5	.85	.62	896.0	798.0	104.5	76.5	.85	.62
Kraft Inc ..... N	55.13	.63	1.1	56.63	51.63	65.88	47.13	30,484	2.26	1.35	67.4	21.0	1.88	3.4	.....	3 mos.	03-87	2467.6	2432.7	102.5	154.0	.75	1.06	2467.6	2432.7	102.5	154.0	.75	1.06
Litton Ind ..... N	91.63	1.13	1.2	97.25	90.50	97.25	71.75	8,627	3.33	1.69	97.0	50.3	.00	.0	.....	6 mos.	01-87	974.5	1166.1	34.1	47.0	1.28	1.68	2038.6	2269.0	68.4	90.7	2.54	3.24
Manitowoc ..... M	20.75	.00	.0	21.00	20.25	21.75	16.00	2,591	2.38	2.39	- .4	NE	.80	3.9	.....	9 mos.	03-87	46.8	43.5	2.6	1.7	.24	.15	157.5	129.5	4.5	5.7	.41	.52
McCormick ..... M	44.75	- .25	- .6	45.38	44.50	49.00	38.63	1,669	1.38	1.82	- 24.2	18.2	1.00	2.2	.....	fiscal	11-86	293.8	267.2	21.2	16.9	1.45	1.38	975.7	873.0	29.7	27.8	2.46	2.27
Oneida Ltd ..... N	17.38	1.00	6.1	18.63	16.00	18.63	9.88	1,507	2.20	1.01	117.8	NE	.40	2.3	.....	fiscal	01-87	62.2	60.4	(8.4)	1.5	(1.25)	.22	267.1	252.1	(7.3)	1.9	(1.10)	.27
Philip Morris ..... N	81.88	- 1.75	- 2.1	85.75	80.50	92.25	61.00	54,482	2.29	1.81	26.5	12.6	3.00	3.7	.....	3 mos.	03-87	6554.0	5924.0	386.0	316.0	1.62	1.32	6554.0	5924.0	386.0	316.0	1.62	1.32
Proct & Gambl ..... N	89.88	- 3.75	- 4.0	96.63	89.50	98.38	65.88	30,777	1.83	1.35	35.6	19.7	2.70	3.0	.....	9 mos.	03-87	4222.0	4081.0	188.0	167.0	1.10	.98	12833.0	11551.0	651.0	582.0	3.82	3.46
Quaker Oats ..... N	48.00	2.25	4.9	49.13	44.25	50.88	32.63	14,066	1.78	1.38	29.0	15.3	.80	1.7	.....	9 mos.	03-87	1117.9	880.1	51.5	42.7	.65	.53	3161.8	2642.5	172.8	106.5	2.20	1.32
Ralston Purina ..... N	78.50	.00	.0	82.00	76.38	83.88	60.00	18,923	2.48	1.36	82.4	14.5	1.24	1.6	.....	6 mos.	03-87	1444.9	1315.2	74.7	61.8	1.07	.83	2954.9	2646.2	373.6	236.1	5.04	3.06
Reynolds Metal ..... N	70.25	- 1.50	- 2.1	74.75	70.25	74.75	38.50	10,382	4.72	5.37	- 12.1	8.1	1.00	1.4	.....	3 mos.	03-87	910.1	836.3	25.9	14.3	1.03	.51	910.1	836.3	25.9	14.3	1.03	.51
Rykoff-Sexton ..... N	23.50	- 1.63	- 6.5	25.38	23.50	32.38	23.50	864	1.24	1.68	- 26.2	25.8	.60	2.6	.....	9 mos.	01-87	258.7	290.2	1.5	2.0	.21	.28	804.3	760.1	5.4	7.7	.77	1.10
Rymer Co ..... N	18.63	- 1.25	- 6.3	20.00	18.63	24.13	15.38	120	.39	.71	- 45.1	NM	.00	.0	.....	3 mos.	01-87	82.8	57.1	.3	.5	(.06)	.01	82.8	57.1	.3	.5	(.06)	.01
Sara Lee ..... N	39.50	- .50	- 1.3	42.00	39.00	49.13	29.25	21,070	1.97	1.22	61.5	17.2	1.00	2.5	.....	9 mos.	03-87	NC	1932.6	(127.8)	50.3	.54	.45	6.6	5930.0	.2	158.5	1.71	1.43
Scott Paper ..... N	70.50	.50	.7	71.13	68.75	82.50	52.75	6,418	1.76	1.53	15.0	13.6	1.36	1.9	.....	3 mos.	03-87	957.4	801.4	49.0	39.1	1.28	1.05	957.4	801.4	49.0	39.1	1.28	1.05
Shelby Wms ..... N	18.25	.13	.7	18.25	17.50	28.00	14.38	833	.80	1.72	- 53.5	20.3	.24	1.3	.....	3 mos.	03-87	34.1	28.0	1.7	1.6	.16	.16	34.1	28.0	1.7	1.6	.16	.16
Smucker, J.M. ..... N	46.13	- .88	- 1.9	47.00	46.13	49.50	37.25	123	.17	.44	- 61.4	20.1	.72	1.6	.....	9 mos.	01-87	67.6	62.0	4.2	3.6	.56	.49	215.1	197.6	13.0	12.0	1.76	1.62
Staley Cont ..... N	24.88	- .75	- 2.9	26.38	24.75	34.63	24.00	7,651	2.64	1.99	32.7	17.8	.80	3.2	.....	6 mos.	03-87	786.3	673.0	6.8	(8.0)	.12	(.29)	1609.0	1387.3	16.6	(2.4)	.42	(.10)
Sysco Corp ..... N	33.75	- 1.00	- 2.9	35.25	33.75	39.00	25.75	2,229	.50	.61	- 18.0	24.1	.28	.8	.....	9 mos.	03-87	895.7	792.9	13.8	12.6	.31	.28	2676.1	2330.4	45.4	42.2	1.03	.97
Tyson Food Inc ..... M	21.13	.38	1.8	22.13	20.88	25.19	15.00	5,382	1.26	2.14	- 41.1	22.7	.04	.2	.....	6 mos.	03-87	417.9	331.9	16.1	11.3	.25	.18	845.6	626.1	31.6	22.1	.49	.35
Wellbilt Cp ..... M	29.25	.25	.9	29.75	29.00	32.25	18.50	499	.93	1.08	- 13.9	14.1	.00	.0	NEW	3 mos.	03-87	48.2	42.4	2.8	2.2	.52	.47	48.2	42.4	2.8	2.2	.52	.47
Wilson Foods ..... M	10.88	.00	.0	11.13	10.75	12.38	7.63	3,468	4.81	9.26	- 48.1	10.3	.00	.0	.....	6 mos.	01-87	329.4	368.0	2.9	(3.3)	.40	(.55)	691.3	738.2	3.4	(27.3)	.47	(4.55)

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Currents in Cuisine/Page 11

Nation's
Restaurant News®
NATION'S RESTAURANT NEWS 20 1967-1987
The Weekly Newspaper of the Food-Service Industry

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NRA blasts McDonald's on wage issue

By Richard Martin

CHICAGO — Surprised and angered during the National Restaurant Association show by McDonald's Corp.'s apparent reluctance to fight proposed minimum-wage legislation, the NRA board of directors reaffirmed its rigid opposition to wage-hike bills pending in Congress.

Convening here last month under new chairman and president Michael J. Grisanti, the NRA board called for industrywide solidarity in the face of measures that would gradually raise workers' minimum hourly pay from $3.35 to $4.65 by 1990.

Full NRA Show coverage: Pages 3, F1-F58

The board's action set the stage for what promises to be a difficult series of public-relations and lobbying battles, to be fought under the NRA's newly redesigned banner.

Despite the board's unanimous opposition to the proposed pay hikes, some directors said growing sympathy for wage raises cannot be ignored.

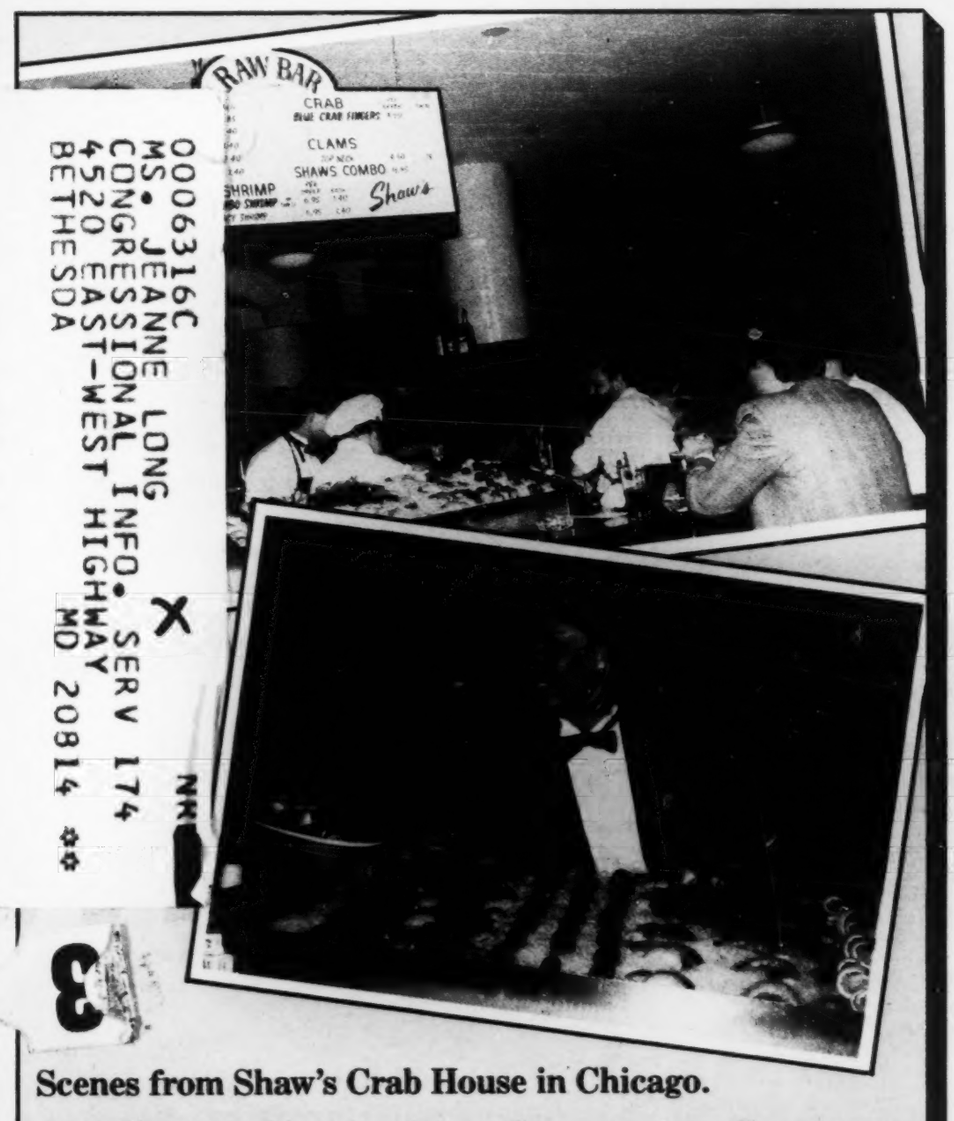
"There's a real world out there," executive committee chairman John Cauley cautioned. He suggested that a better-defined opposition strategy might become necessary in the light of voters' pressures on Congress to boost the minimum wage.

Aggravating the NRA's lobbying mission, Cauley noted, was the minimum-wage pronouncement of McDonald's chairman Fred Turner, whose remarks were widely disseminated on the opening day of the NRA show.

Asked whether McDonald's would be wounded if the minimum wage were raised, Turner said, "We can't find it [a detrimental effect], based on history." He noted that McDonald's currently pays an average hourly wage of $4.01 in domestic outlets.

Turner's words were "ill-timed," Cauley angrily de-

*(See **NRA**, page 163)*



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Scenes from Shaw's Crab House in Chicago.

Chicago independents bait hooks in suburbs

By Carolyn Walkup

HIGHLAND PARK, Ill. — A half-dozen independent operators are spawning new and expanded seafood dinnerhouses in Chicago's northern suburbs, hooking affluent suburbanites on all kinds of fish.

Four operators who have opened seafood restaurants in the area within the last two years are Richard Melman, Shaw's Blue Crab in Deerfield; Arnie Morton, Arnie's First Street Pier in Highland Park; Jim Errant, Timbers Charhouse in Highland Park; and Paul Stonich, Annabelle's Fish Market in Arlington Heights and Wilmette.

Bob Chinn's Crabhouse in Wheeling, operated by Bob Chinn and daughter Marilyn Chinn for four and one-half years, is adding 300 seats to its existing 170-seat establishment. And The Shrimp Walk in Highwood, owned by the

*(See **SEAFOOD**, page 160)*

Wendy's slashes support staff

Cuts follow operations shakeup, exits by Postle, Welter

By Rick Van Warner

DUBLIN, Ohio — Cutting costs in the face of a dismal profit picture, Wendy's International has laid off 160 employees, or 20 percent of its administrative staff, nationwide.

The hatchet-felled employees range from vice presidents to hourly headquarters staffers. Positions were eliminated from all administrative departments except company operations, according to Wendy's spokesman, Dennis Lynch, who refused to name any of those fired.

"We had to cut costs somewhere," he said, noting that the 3,800-unit burger chain hopes the layoffs will improve profitability. About one-half of those discharged were headquarters staffers.

Wendy's Layoffs

- ✓ **Laid off**—160 employees representing 20 percent of administrative staff nationwide.
- ✓ **Titles**—Ranging from vice presidents and directors to hourly employees at corporate offices.
- ✓ **Departments**—Across the board excluding company operations; about half of layoffs were employees at headquarters.
- ✓ **First quarter results**—$6.8 million loss.

"It [the layoff] won't produce savings this year but will save money next year," Lynch said. He would not disclose how much the com-

*(See **WENDY'S**, page 166)*

Operators plan 3.4% increase in food outlays

***NRN* Special Report**

NEW YORK — Food spending by high-volume operators will increase faster than expenditures on either equipment or supplies this year, according to an exclusive new *Nation's Restaurant News* survey.

Operators said they expected to increase food spending by 3.4 percent this year, supply costs by 3.1 percent, and capital expenditures by 2.3 percent.

In addition, the study found that the highest-ranking officials make the key purchasing decisions.

For instance, only 6 percent of those termed "buyers" were centrally involved in buying food, equipment, or supplies.

By contrast, 31 percent of those identified as "president, owner, partner, or chairman" were key decision-makers.

The survey, conducted by Harvey Research Organization Inc. of Rochester, N.Y., which polled 1,165 high-volume op-

*(See **FOOD**, page 163)*

FOOD WATCH

Onions sweeten menus

Vidalia onions are raised in only one small section of southeast Georgia, but their reputation for sweetness is rapidly gaining widespread attention. Available from May through July, the onions—which are said to contain more sugar than do oranges—are highly prized by chefs for versatility in both cooked and uncooked dishes.

During Vidalia season, they are the only variety of onion used at Carsley's in Atlanta. In addition to being used in all standard preparations, such as soups and stocks, the onions are featured on the restaurant's popular designer pizzas and pasta dishes. For one of its signature pizzas, chef Michael Muzyk grills Vidalias and combines them with mozzarella, Fontina, and goat cheeses, sundried and Roma tomatoes, and tomatillos. The onions are also in a squid-ink tagliatelle with a plum tomato-and-onion sauce.

Chef Edna Lewis, previously chef-consultant at Middleton Place in Charleston, S.C., offered a Vidalia onion relish with roast duckling during her Southern Food Festival earlier this year at Uncle Sam's in New York. —**Paul Frumkin**

Additional food news on page 11

Denny's names Pierce prexy, chief operating officer

By Don Jeffrey

LA MIRADA, Calif. — Donald L. Pierce, the 42-year-old executive who guided the rapid expansion of El Pollo Loco after Denny's acquired it four years ago, has been named president and chief operating officer of Denny's Inc.

Pierce

Vern O. Curtis, the chairman and chief executive, is relinquishing the title of president. Chief operating officer is a new position.

"It's strengthening the depth of management and bringing forth younger people," said a Denny's spokesman. "It's an evolutionary process."

The spokesman said Pierce would be unavailable for comment because of attendance in strategic planning meetings.

Last September Pierce was named president of Denny's newly formed Fast Food Restaurant Group, which oversaw Winchell's Donut House and El Pollo Loco. That position has been incorporated into Pierce's new titles.

Denny's spun off Winchell's, a 730-unit chain, last winter into a master limited partnership but retains 42-percent ownership and is general partner. El Pollo Loco, a 70-unit chain, is a wholly owned subsidiary. Denny's Inc. went private in a $734 million leveraged buyout in 1985.

David Bixler is president of Denny's Restaurant Division, which operates the chain's 1,200 coffee shops. He reports to Pierce as well as to Curtis. Howard Massey replaced Pierce as president of El Pollo Loco.

Until a few years ago, all Denny's were company owned. The chain now has about 70 franchised units. It has announced a goal of 70 to 100 new franchised restaurants a year.

Pierce is considered to be an expert on planning and site selection.

He holds a B.S. degree from California State University and an M.B.A. from the University of Southern California.

Before joining Denny's in 1983 as president of its newly acquired El Pollo Loco chain, he spent about 12 years in financial positions with American Hospital Supply Co.

Pierce lives with his wife and two children in the Orange County city of Tustin.

Hearing set for '21' Club labor dispute

NEW YORK — An arbitration hearing has been scheduled to settle a labor dispute between some 50 former employees of The "21" Club and the famous midtown Manhattan restaurant's new management.

Local 100 of the Hotel and Restaurant Workers Union is demanding that the restaurant reinstate the workers, who were laid off in January with the rest of the staff when The "21" Club closed for renovation.

The workers were not rehired when the restaurant reopened May 11.

"The union will ask the arbitrator to force '21' to give their jobs back," said Harold Ickes, a Local 100 attorney. The union maintains that The "21" Club is bound by a collective bargaining agreement with Local 100.

Bob Herzog, a "21" spokesman, denied that the restaurant had done anything illegal. The new ownership, he said, "has assembled the finest fine-dining staff in the city," a combination of old and new workers.

The "21" Club, which employs about 250 persons, was sold in January 1985 to Marshall Cogan and Stephen Swid. Cogan bought out Swid last December. Last fall Cogan brought in Kenneth Aretsky and Anne Rosenzweig, partners in Arcadia, another New York restaurant, to manage "21."

Former workers picketed the restaurant last month, complaining that they were victims of age discrimination.

"Thrown out after 40 years," read one picket sign.

Most of those on the picket line were between 50 and 60 years of age and said they had worked at The "21" Club for many years. The former workers were considering filing a class-action suit against "21," according to published reports.

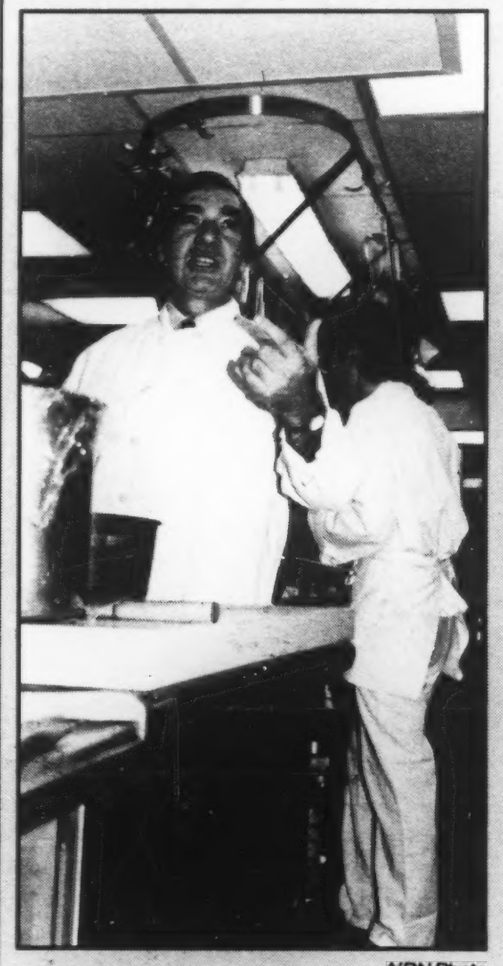
The "21" Club has not received word of any such suit, according to spokesman Herzog.

Ickes said that he heard complaints from former "21" employees but that "nobody has brought the age discrimination issue to the union."

Asked about the age discrimination claims of some of the former workers, Herzog said that "the new '21' Club ownership categorically denies any allegations of employee discrimination for any reason including age, sex, religion, color, or national origin."

Herzog would not comment whether the picketing interfered with business. "We're very pleased with the reopening," he said.

The "21" Club caters to a wealthy clientele primarily composed of corporate executives and politicians. Entrées are priced in the $28-to-$36 range.



NRN Photo

Chef Alain Sailhac in The "21" Club kitchen. For more "21" news see: "How the menu was changed," page 11; "The '21' Club, then and now," pages F69-F70.

LATE NEWS DIGEST

Marriott eyeing Denny's

BETHESDA, Md. — Marriott Corp., operator of the 900-unit Big Boy coffee-shop chain, is negotiating to buy Denny's Inc., a 1,900-unit competitor, according to industry reports. Neither Marriott nor Denny's confirmed the reports.

USA Cafes tests concept

DALLAS — USA Cafes, franchisor of the 600-unit Bonanza steak house chain, has launched a test here of a new take-out-and-delivery ribs concept called Ribby's Barbecue Express. USA Cafes also operates four barbecue restaurants called Culpepper's.

Wendy's adds salads

DUBLIN, Ohio — Wendy's, following its major competitors into the take-out salads market, is introducing in some areas a new product called Garden Salads To Go. A new advertising campaign supports the limited rollout.

13.4

WALL STREET UPDATE

Index tumbles

NEW YORK — The *Nation's Restaurant News* Stock Index tumbled 13.4 points in the week ended May 22, closing at 192.9. Price-change losers beat the winners by more than 8 to 3.

(Story, charts on pages 164-165.)

Days appoints F&B chief

ATLANTA — Days Inns, signaling a renewed interest in managing its own restaurants, has named Barry A. Berlin to the newly created post of food and beverage vice president of Days Inns Management Co., operator of the lodging chain's company-owned hotels. Days had scaled back its food-service involvement by changing hotel restaurants into franchised Wendy's and other fast-food units.

N.J. Bookbinder's to open

ATLANTIC CITY, N.J. — The Old Original Bookbinder's, the landmark Philadelphia restaurant, will open a unit here in Resort's Taj Mahal, a $525 million casino-hotel scheduled to open later this year. The 120-year-old Bookbinder's was recently inducted into *Nation's Restaurant News* Fine Dining Hall of Fame.

Reinhard at Central Park

CHATTANOOGA, Tenn. — Richard P. Reinhard, who led 7-Eleven's push into the fast-food market, has joined Central Park U.S.A., the 17-unit double-drive-thru hamburger chain here, as president and chief executive officer. Central Park hired him to spearhead an expansion drive.

Paulucci launches another

SANFORD, Fla. — Jeno F. Paulucci, the onetime packaged foods mogul who launched an unusual pizza home-delivery chain here called Pizza Kwik, is working on a similar concept, called China Kwik, for Chinese food. No startup date has been set. Paulucci once owned the Chun King and Jeno's frozen-food lines.

Discus plans Pizzeria Unos

BLOOMINGTON, Minn. — Discus Corp., a franchisee here of the Fuddruckers and Brick Oven restaurant chains, has agreed to open and operate licensed Pizzeria Uno units in St. Louis; Minneapolis; and St. Paul, Minn. Discus said it plans to develop three to four units in both the St. Louis and the Twin Cities markets.

INSIDE THIS ISSUE

Because the work cafeteria is so important to an Illinois company, the owner hired Canteen Corp. to design and service a cafeteria. *Page 18.*

Malibu Deck, an open-air restaurant in the making, will serve "Isle-Asian" cuisine and feature waiters on roller skates. *Page 28.*

European in-flight caterers learned a few budget-cutting tricks from George Lang Corp.'s Robert Nyman and Andrew Young at the recent International Flight Caterers Association conference. *Page 35.*

Michael J. Grisanti, a veteran of the restaurant business, replaced G. Jim Hasslocher as president and chairman of the National Restaurant Association on May 16. *Page F1.*

The Name Game, *Nation's Restaurant News'* search for funny and clever restaurant names, has resulted in a flow of names, anecdotes, and bits of trivia from all the corners of the country. *Page F77.*

In order to learn how to serve alcoholic beverages responsibly, Opryland employees took a comprehensive training course that was sponsored by the Educational Institute of the American Hotel & Motel Association. *Page 150.*

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NRA show brings no-shows to Chicago restaurants

'We never had the guts to bill,' said one owner.

By Carolyn Walkup

CHICAGO — Although restaurants here benefited from the crowds in town for the National Restaurant Association convention, many local operators complained about large numbers of out-of-town peers who failed to honor dinner reservations.

"This is the worst of all the shows" for "no-shows," said Gene Sage of Sage's and Eugene's. "We took the credit card numbers, but we never had the guts to bill."

Arnie Morton counted 50 no-shows, or 10 percent of those who made reservations, at Arnie's on the Saturday night of the show.

Norm Robertson, manager of Gordon, and Leslee Reis, owner of Cafe Provencal in suburban Evanston, Ill., reported similar experiences.

"We had 24 no-shows Saturday night, even though we made them [patrons] confirm," Reis said. She attributed the high tally to out-of-towners changing their minds when they learned that Cafe Provencal is located about 30 minutes from downtown Chicago during light traffic periods.

'It's severely irritating. It's hard to believe that people in the industry can be that ignorant.'

"We had some problems," said Robert Foley, co-owner with his son, Michael, of Printer's Row and Foley's. "It's difficult to confirm reservations when they are busy at the show. I can see how these things happen; people will make commitments, and something will come up with their associates, who have also made plans."

Foley and other operators said that tables held for guests who never showed were quickly filled with show-goers who came in without reservations. "When you plan on that, you can absorb those no-shows," Foley said.

Less gracious about the behavior of no-shows was Steve Karpf, general manager of Nick's Fishmarket.

"It's severely irritating. It's hard to believe that people in the industry can be that ignorant," he said.

But overall, Karpf said, the increased business that the show brought in was "just great. We have a lot of repeat customers, who plan way in advance."

Out-of-towners who want to eat in the Cape Cod Room of the Drake Hotel during the NRA show often make dinner reservations a year in advance, according to spokesperson JoAnn Bongiorno. Other visitors make their reservations as soon as they arrive at their hotels.

The Cape Cod Room, Lawry's—The Prime Rib, Morton's, and other Chicago institutions said they were able to serve people who walked in without reservations but with plenty of patience. Two-hour waits were common at Lawry's, said Tom Naughton, assistant manager. Lawry's and Eli's—The Place for Steak are among the restaurants that saved a few tables for walk-ins.

Foley said he enjoyed talking to other restaurateurs and watching them turn over the tableware to look for brand names.

Morton, whose Morton's of Chicago was this year's local winner of the Nation's Restaurant News Fine Dining Hall of Fame Award, summarized the atmosphere at Morton's during the show: "It's like New Year's Eve every night."

Consumption of alcohol has bottomed out: NRA

New research hints at possible rebound

CHICAGO — Alcoholic beverage consumption in table-service restaurants has bottomed out and shows signs of rebounding, according to new research unveiled by the National Restaurant Association at the 1987 NRA trade show.

"This study confirms anecdotal evidence we've been hearing for a while," said Susan Mills, NRA research director, who presented the report. "I know of no other survey like this."

Alcoholic beverage consumption rose 5 percent from 1984 to 1986, researchers found. Compared with 1980 consumption, alcoholic beverage volume was off by 15 percent in 1986 compared with 20 percent in 1984. The majority of consumers, 61 percent, sometimes drink alcoholic beverages at a restaurant or other eating place.

However, hard liquor sales dropped 6 percent from 1984 to 1986, while wine sales dropped 3 percent and beer rose 10 percent. Mills attributed the slight decline in wine sales to an increase in wine cooler sales.

Fewer women of all ages and men older than 35 are ordering liquor in restaurants, Mills said. However, that trend suggests marketing opportunities for nonalcoholic cocktails and wine.

"Two-thirds of those who drink away from home are likely to order white wine," Mills noted, and 51 percent are likely to order red wine. Most wine drinkers prefer house wines and wines by the glass.

The NRA survey results suggested that restaurateurs ought to improve their wine marketing, since most consumers surveyed said they order wine spontaneously, are not well informed about wines, and like to receive suggestions from servers.

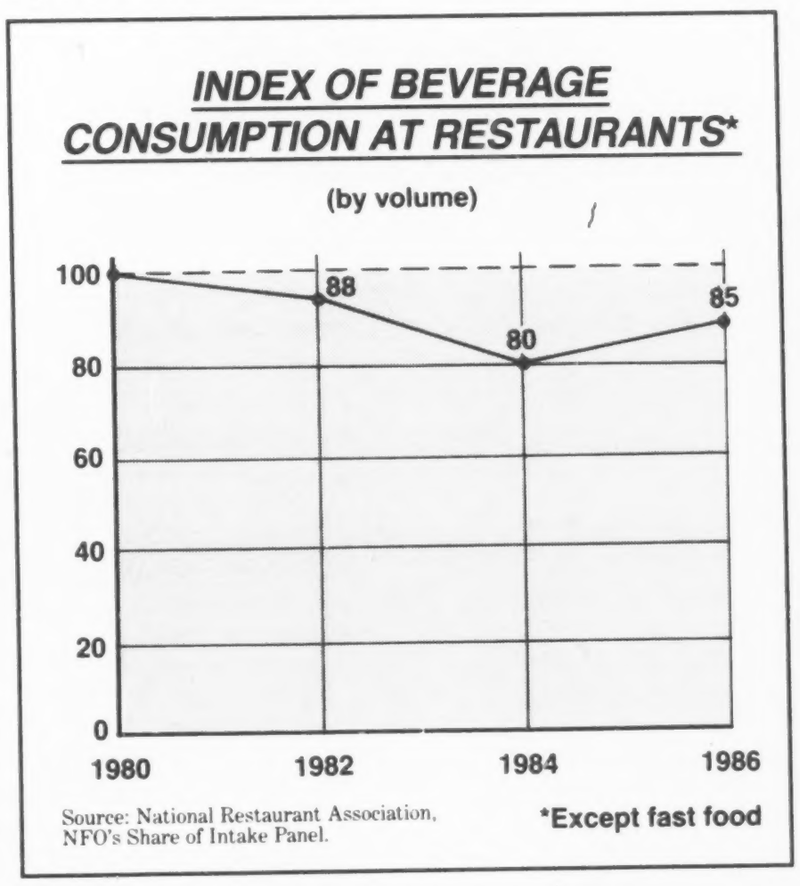
In nonalcoholic beverages consumed away from home, the biggest gainers are tea and bottled water, Mills said. Soft drinks, though, remain the leader, with 65 percent of consumers drinking them away from home, compared with 30 percent ordering coffee, the next most popular beverage.

Soft-drink orders at fast-food restaurants dominate overall beverage sales, registering 74 percent of total beverage volume. Coffee is a distant second, at 14 percent.

Coffee sales are higher at table service restaurants, accounting for 37 percent of beverage orders, followed by tea at 23 percent, and soft drinks at 22 percent.

Although bottled water sales are less than half of 1 percent of beverage volume at table service restaurants, those sales were seven times greater in 1986 than in 1980. Bottled water is the only beverage category in which women lead consumption.

In addition to indicating the opportunities for marketing bottled water to women, the survey disclosed that twice as many women as men are likely to order nonalcoholic cocktails. However, operators should remember that consumers expect nonalcoholic cocktails to be less expensive than alcoholic drinks.



BEVERAGES CONSUMED AWAY FROM HOME*

(market share by volume)

Soft drinks	34%
Coffee	24
Tea	14
Milk	3
Fruit juice	2
Bottled water	—
Other nonalcoholic	5
Liquor	2
Wine	2
Beer, ales	14

*Away from home includes fast food restaurants, other restaurants, bars and private clubs.

Source: National Restaurant Association, NFO's Share of Intake Panel

Casual bistros heat up N.Y.

Home cooking offered for less

By Joe Edwards

NEW YORK — The hot bistro trend keeps getting hotter.

Some of the most talked-about newer restaurants in Manhattan are casual French bistros that offer home-style meals at moderate prices.

At Tapis Rouge—the name means "red carpet"—dinner business has soared since favorable reviews coaxed customers to its out-of-the-way location downtown. Co-owner Jean Goutal said the 65-seat bistro at 157 Duane St. in TriBeCa will post sales of about $900,000 this year.

NRN Photo

Jean Goutal, co-owner of Tapis Rouge.

Reservations are a must at Florent, a roll-up-your-sleeves-and-dig-in French diner in the Greenwich Village meat-packing district, where walk-in customers are usually forced to eat their cassoulet and *pot au feu* while they sit on counter stools.

Uptown, the prices may be higher, but the food is the simple fare that is served on a daily basis at homes in France. Chez Louis, for example, David Liederman's midtown bistro, specializes in roasted chops, seafood, chicken, and vegetables served in large portions. Hulot's on the Upper East Side features such simple items as roasted chicken with herbs, confit of duck, and grilled fish.

Other popular bistros in New York include Quatorze on West 14th Street, Cafe 58 on East 58th Street, Cafe 79 on West 79th

*(See **BISTROS**, page 163)*

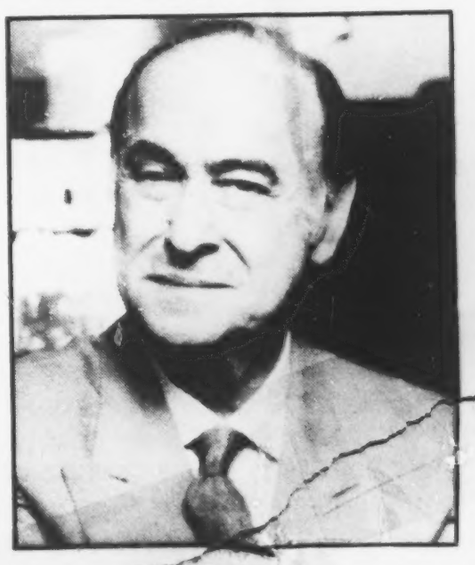
IFMA honors Baum with Gold Plate award

Accepts citation at Chicago banquet

CHICAGO — Joseph Baum—innovator, risk-taker, and restaurant hit-maker—has been named Foodservice Operator of the Year and winner of the prestigious Gold Plate award presented annually by the International Foodservice Manufacturers Association.

At an awards banquet during the restaurant show here, the 67-year-old Baum, who created the Four Seasons and Windows on the World in New York, credited his associates with contributing to the success of his consulting company and the acclaimed Aurora restaurant in midtown Manhattan. In particular, he praised partners Michael Whiteman and Dennis Sweeney.

"It's so nice to be given a reward for what you love," Baum said in an interview the day after the banquet.



Joseph Baum

"I really feel stimulated, reflective, and energized. During this entire week my feet never touched the ground," he said.

Baum, who spent 17 years

*(See **JOE BAUM**, page F60)*